

Doc. # 5103
ADOPTED 10/13/88

BOSTON REDEVELOPMENT AUTHORITY

PROGRAM AND OPERATING BUDGET

FY 1989

CITY OF BOSTON
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THE PROGRAM BUDGET

THE BOSTON REDEVELOPMENT AUTHORITY

The BRA, as the City's principal planning and development agency, works to ensure balanced growth for the commercial, residential, and retail sectors, and for public space and open space. The BRA programs are established under the leadership of the Mayor, in consultation with the City Council and with participation by the public. Specific policies are developed in the 24 to 30 public meetings held each year, and the more than 400 meetings a year the BRA holds with neighborhood groups.

The City Council created the BRA in 1957, and in 1960 the State Legislature gave it the role of acting as the city's planning agency. By this act, the BRA was given the responsibility of creating a master plan which addresses the city's needs for infrastructure, downtown and community economic development, and a stable residential base.

Jobs and opportunity must be created for the present and the future. Growth cannot stop while the artery is being depressed and the harbor is being cleaned. Major planning efforts, such as that for the Midtown Cultural District, and the completion and implementation of new zoning laws to favor desired land uses must continue. The need to help revitalize the City's neighborhoods and increase the supply of affordable housing are major concerns. The importance of scrutinizing development plans to ensure they are of appropriate scale and properly integrated with their environment is a major responsibility. The marshalling of information and analysis useful for planning and development and drawing on the best minds for this purpose are important features of a first rank public agency. The budget for fiscal year 1989 has been designed with these considerations.

The programs which the BRA will work on during FY 1989 include master planning and zoning, community economic development, affordable housing production, downtown development review, and new management initiatives. Each of the operating departments have particular responsibilities which they carry out in order to implement the BRA's duties and responsibilities. The key functions which follow present the overall objectives for the year. Each department's mission is presented as program responsibilities.

I. MASTER PLANNING AND ZONING

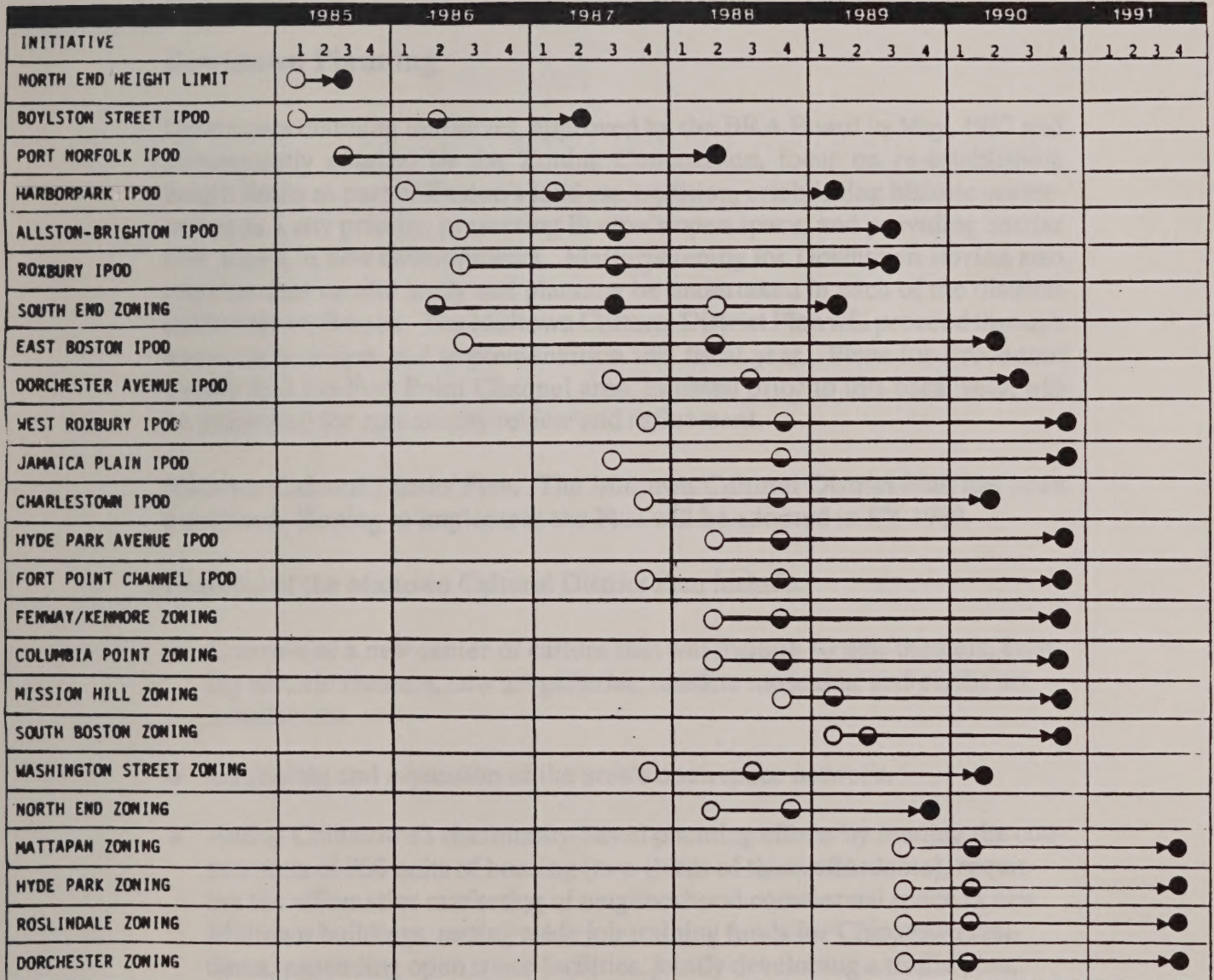
New Zoning

Boston, like all great cities, is constantly changing. Along with creating new opportunities to improve the quality of life and the economic well-being of a city, growth and change, if not well-managed, can threaten the very elements of a city that its residents cherish most. Boston is a unique city because of its neighborhoods and their strong residential character, because of its healthy downtown economy, and because of its historic resources and beautiful harbor. As the city's planning agency, the BRA has primary responsibility to manage the delicate balance between the needs of commerce and the needs of the neighborhoods. The BRA's planning policies and initiatives promote the Flynn Administration's balanced growth approach to economic development.

The primary tool to insure balanced growth is zoning. The BRA is in the midst of a neighborhood-based planning and rezoning effort, the first to be undertaken in 25 years. The new Zoning Code will ensure that new development is respectful of Boston's historic character, while allowing the mix of uses that makes Boston a city of distinct and vibrant neighborhoods.

In addition to conducting an extensive review of developments, the BRA has initiated, over the last three years, one of the most comprehensive planning efforts in the City's history. BRA staff has worked with a broad base of community organizations, businesses, and institutions to establish new zoning and development guidelines. This community-based masterplanning process led to the first downzoning in Boston in over sixty years, re-establishing height limits, protecting historic resources, and implementing development review and barrier-free access requirements. The *Plan to Manage Growth* encompasses comprehensive growth controls designed to ensure a development process that protects the interest of Boston's residents. The table on the following page shows an aggressive schedule for instituting neighborhood zoning plans over the next three years. These controls combined with strong investment interests promise continued growth that will benefit all areas of the city. The process is not complete, however.

PROPOSED SCHEDULE FOR NEIGHBORHOOD ZONING PLANS



- Proposed/ Preliminary Work
- IPOD Adopted or Zoning Analysis Initiated
- Zoning Completed

The first step in the rezoning of each neighborhood is the creating of an interim zoning plan, so that effective planning can take place while permanent zoning can be fashioned and implemented. Since 1985, eight interim zoning plans have been enacted (covering about one-half of the city), and several permanent rezonings have taken place (including the North End, the South End, Boylston Street, and Port Norfolk).

Downtown Planning

Downtown Planning initiatives, approved by the BRA Board in May, 1987 and subsequently enacted by the Zoning Commission, focus on re-establishing height limits as part of Boston's land use tradition, establishing historic preservation as a city priority, preserving Boston's open space, and providing barrier free access in new developments. Masterplanning for Downtown Boston also requires that careful study and planning be undertaken in each of the districts in Downtown Boston. The Midtown Cultural District Plan will proceed through community review and implementation this fiscal year. Plans for Prudential Center and the Fort Point Channel area, initiated prior to this fiscal year, will be presented for community review and refinement.

Midtown Cultural District Plan. The Midtown Cultural District Plan has been published. Zoning to implement the Plan will be adopted in FY 1989.

Features of the Midtown Cultural District Plan include:

- Creation of a new center of culture that will include 10 new theaters, existing historic theaters, new art galleries, satellite museums, and public art installations.
- Upgrading and expansion of the area's open space network.
- Aiding Chinatown's community-based planning efforts by funding the construction of 800 units of housing (two-thirds of them affordable), requiring the affirmative marketing of neighborhood commercial space in new Midtown buildings, setting aside job training funds for Chinatown residents, expanding open space facilities, jointly developing a traffic plan, limiting institutional expansion, and encouraging minority equity participation in new Midtown developments.

- Expanding the existing downtown residential community by building 2,500 units of new housing, one-quarter of them affordable; directing all linkage money from Midtown developments to Chinatown, and setting aside 75 percent of the new affordable units build through inclusionary zoning for Chinatown residents.
- Protecting the area's more than 150 historic buildings by strengthening historic preservation laws and limiting new developments in areas with large concentrations of historic buildings.
- Improving the area's transportation systems by creating new east/west traffic connections, improving subway service, building a new Midtown subway line, and carefully locating new parking facilities.

Central Artery. The BRA has developed five major concepts for the Artery Reuse Plan:

- Reconnecting the existing medieval street pattern together by joining the surface streets, producing approximately 21 acres of usable land on 22 separate parcels;
- Restoring significant view corridors from the city center to the harbor, identified by Sy Mintz' waterfront study completed early this year;
- Strengthening pedestrian access from downtown to the harbor;
- Constructing 500-600 units of affordable low-rise 4-story row houses between the North End and the Blackstone Block to meet the housing needs of the North End; and
- Integrating new formal parks into the existing medieval street pattern and into the Olmsted Park system via the North Station area. In this way, Olmsted's Charles River Esplanade will integrate with the Downtown (Waterfront Park) and continue through the Fort Point Channel/South Boston neighborhood to Castle Island linking together the North and South Station areas, and the Bulfinch Triangle/North End with the Leather District and Chinatown and providing a series of classically organized spaces - 14 acres of parks, plazas, boulevards, and promenade, on 67 percent of available air rights land.

Fort Point Channel. Major components of the Fort Point Channel Plan include:

- Maritime and Manufacturing Reserve Zones to protect port-related uses and to attract new industries offering permanent job opportunities in light manufacturing and medical research, while also providing room for office and retail growth;
- New roadways and bridges for improved vehicular access to and from the area, and improved public transportation services, including the extension of rail transit and increased water shuttle and water taxi service;
- A comprehensive street grid for the area to create view corridors to the waterfront, and new open spaces and parklands, including the continuation of the Boston Harborwalk promenade along the water's edge;
- Affordable housing units adjacent to South Boston and the Downtown district; and
- A historic district designation to preserve historic buildings in the area, and design guidelines for new construction to reinforce the existing architectural image, scale and historic character of the neighborhood

District plans will also be developed for Financial District/ Downtown Crossing, Government Center, North Station, Cambridge Street, Bulfinch Triangle, and the Leather District. The planning studies will address issues of use, design, traffic, and pedestrian access, among other things, and will require the continuing participation of the community, local businesses and design professionals.

Development review of major downtown projects will be refined and implemented by the Development Review Requirements amendment to the Zoning Code. The amendment focuses on traffic and environmental impacts, urban design, impact on historic resources, and infrastructure system requirements.

Neighborhood Planning

Neighborhood Planning initiatives promote citizen participation in land use decisions affecting Boston's neighborhoods. The purpose is to enact revised zoning to respond to particular issues raised by community residents, such as the need to protect residential areas from encroachment by commercial uses, and the need to provide more usable open space and parking. The focus in the neighborhoods is on master planning to balance competing land uses over time. Among the major zoning concepts proposed in the neighborhoods are districts reserved for affordable housing, new light manufacturing and neighborhood business districts, special planning for major boulevards and cross streets, transportation and parking controls, open space planning, and institutional master planning.

Community-based master planning and rezoning are underway in Chinatown, Charlestown, Roxbury, Allston-Brighton, Port Norfolk, East Boston, Jamaica Plain, Fort Point Channel, West Roxbury, and other neighborhoods. These planning initiatives address community concerns such as commercial and industrial encroachment on residential areas, traffic and parking, affordable housing, and open space. Some of the planning and zoning efforts in FY 1989 include:

- A community-based master planning process in Chinatown. The master plan addresses housing needs, transportation, land use, community services, and economic development. Closely tied to the master plan is a housing plan to create 500 new units of substantial affordability, to be built on publicly-owned sites in Chinatown. A Request for Proposals to build 270 units on R3/R3A in Chinatown has been issued, and two proposals have been received. Additional units for Chinatown will be built as part of the Midtown Cultural District Plan.
- The East Boston Interim Zoning Plan was adopted by the Zoning Commission on June 6, 1988 with widespread community support. Since the amendment's adoption, staff and the East Boston Planning and Zoning Advisory Committee have been devising a two-year work program to accomplish the tasks mandated by the interim zoning plan, and an interim planning permit review process to guide the community and developers during the interim planning period.

- Staff and the Port Norfolk Planning and Zoning Advisory Committee completed work on recommendations for Port Norfolk's revised zoning and neighborhood plan. Revised zoning was approved by the BRA Board on June 9, 1988 and by the Zoning Commission on June 22, 1988. The zoning included a new category called Waterfront Service which encourages marine-related uses along the Port Norfolk waterfront.
- In Roxbury, current planning efforts are focussed on the Boulevard Planning Districts. What is being developed for the eleven boulevards and other areas of the neighborhood is a computerized data base that includes land-use and dimensional information for parcels and buildings. The community is also reviewing a Land Disposition Plan to convey publicly-owned land to abutters for housing, open space, and community economic development.
- Interim zoning in Allston-Brighton has been adopted. The first months of planning in Allston-Brighton culminated in a May 2 Planning Fair at which over 200 Allston-Brighton residents visited fifteen booths dedicated to topics such as transportation and open space. The current focus is on the seven Boulevard Planning Districts, collecting land use and other pertinent data. The BRA and the Allston-Brighton Planning and Zoning Advisory Committee are working with the city's Transportation and Capital Planning Departments on the transportation and open space plans, with Allston-Brighton's various institutions on their respective master plans, and with developers on individual projects proposed for the neighborhood.
- The BRA and the Jamaica Plain Zoning Committee recently completed a series of meetings in Jamaica Plain's ten subdistricts. Information was elicited from residents at these meetings and through a questionnaire mailed to every household. The committee is now reviewing that information as a preliminary step to drafting the Jamaica Plain Interim Zoning Plan.
- In West Roxbury, the Zoning Advisory Committee is working to formulate goals and objectives for the West Roxbury Interim Zoning Plan. The committee will discuss these goals and objectives with West Roxbury residents and gather other comments and information at subdistrict meetings to be held in the neighborhood beginning in September.

- The Dorchester Avenue Interim Zoning Plan was approved by the BRA Board on May 12, 1988 and was approved by the Zoning Commission on September 20, 1988. David Dixon, BRA consultant on Dorchester Avenue, recently released the first phase of the Dorchester Avenue Urban Design Study. That report is now being reviewed by staff and community residents. The study's second phase, now underway, will include specific urban design guidelines.
- A preliminary land-use and traffic survey of Washington Street from Herald Street to Forest Hills has been completed. The evaluation of additional data needs to be collected is underway. A community participation process will include the South End, Roxbury, and Jamaica Plain.
- The BRA and the Charlestown Planning and Zoning Committee have held a series of educational and background meetings and are now having discussions on major neighborhood issues with community residents. To date, parking and transportation concerns have been the focus; the Committee has drafted revised parking standards for the interim zoning plan.
- Planning for Hyde Park Avenue is in the initial stages. A community meeting was held in May, 1988, to introduce the planning process to residents. A next step is the Mayor's appointment of a community advisory committee.
- A community meeting in Fenway/Kenmore initiated the interim zoning and planning process for that neighborhood. A community advisory committee will be appointed.

Harbor Planning

Harbor planning objectives, as first stated in Harborpark Framework For Discussion released in 1984, are to achieve balance, rationality, and harmony in the revival of Boston's Waterfront. By attempting to blend public benefits with private harbor-related uses, Harborpark encourages the creation of new jobs, housing, investment, tax revenues, water transportation, and public access to the Harbor. Maritime Economy Reserve Zones have been established to protect areas of the working waterfront.

Community-based planning and zoning initiatives will continue within each of the Harborpark neighborhoods. Compliance with interim zoning controls, enacted in March, 1987, will be monitored to ensure Harborpark objectives are met and to maximize the public benefits of waterfront development. A final plan for Harborpark will be completed this fiscal year, including new zoning for the 2,000 acre waterfront that establishes height limits and public access standards along the water's edge, and reserve zones for maritime economic uses.

The plan will also include design standards for the remainder of Harborwalk, and increased capacity of water transportation facilities. Design standards will be developed and implemented for the 10.48 miles of Harborpark stretching from the Charlestown Navy Yard Pier II to South Boston, Pier 4. The addition of 3,800 lineal feet of Harborwalk on Dry Dock No. 2, Pier 5 and Building 197 in the CNY will bring the total completed area of Harborwalk to 4.8 miles or 45 percent. Public access to Boston's waterfront will be enhanced by the addition of new parks and public spaces. The current phase of the Long Wharf reconstruction project in the inner harbor will be completed this year.

Water transportation will continue to be developed through programs in cooperation with Boston's Transportation Department, the Harborpark Advisory Committee, and relevant state agencies. To date, \$102.6 million has been invested in Boston's water transportation system, including 10,070 lineal feet of docking space. Guidelines for prototype docking facilities throughout the Harbor will be completed water transportation in FY 1989.

II. COMMUNITY ECONOMIC DEVELOPMENT

Community economic development policies and initiatives serve to establish and revitalize neighborhood economies. Creating new economic opportunity in Boston's neighborhoods that does not threaten their residential character, and provides for the needs of the city's healthy economy, is central to the BRA's community economic development initiatives. In addition to affordable housing, neighborhood residents need access to good jobs, retail services, and cultural facilities. At the same time, commercial and institutional activity needs room to accommodate workers somewhere other than downtown, where rents are relatively higher and the impact of congestion is greater.

Parcel to Parcel Programs

Parcel to Parcel linkage is a public land disposition policy that links the disposition of valuable parcels of publicly-owned downtown land to riskier sites in Boston neighborhoods. This concept of linkage is a new approach to public-private partnerships to build neighborhood economies, increase the supply of affordable housing, create new jobs, and fund community-based social services.

Parcel to Parcel Linkage Project 1, Kingston/Bedford-Parcel 18, has progressed to the selection of Metropolitan/Columbia Plaza Venture as the development team. In FY 1989, M/CPV will continue to work with the city, state, and Chinatown and Roxbury communities toward project financing, urban design, and community benefits, with a goal of final designation in this fiscal year.

Parcel to Parcel Linkage Project 2 links a mixed use development on the Park Square site with a project in the South End that includes affordable housing and transitional housing for homeless women with children. South Park Partnership and Pavilion Corporation have been selected to develop the neighborhood and downtown sites, respectively. This Project should receive final designation this fiscal year, with a goal of breaking ground on the South End site in the summer of 1989.

The BRA uses the value created by development on other sites it owns to leverage community benefits including cultural arts. The Boston Shakespeare Company was tentatively designated co-developer of Parcel 6 in the Fenway. The BSC will join with a development entity to build housing on Parcel 6 which will help pay for construction of a theatre facility on the same site. The National Center for Afro-American Artists (NCAAA) has been tentatively designated co-developer of Parcel P-3 in Roxbury, in order to allow redevelopment of buildings owned by the NCAAA into a performing arts center and school.

Community-based master planning for the Southwest Corridor/Parcel 18 + area will focus on providing more housing and anchoring a new secondary office economy in Roxbury. This master planning process will occur in concert with community rezoning efforts in Roxbury.

Charlestown Navy Yard

Planning and development of the Charlestown Navy Yard will continue with the adoption of the community-based master plan and on-going development activity. Development of the "Yard's End" parcels will begin in FY89, following the master plan guidelines which call for 625 housing units including 200 affordable units, 475,000 square feet of office/research space, a 250 room hotel and conference center, and a "Yard's End" Park. The disposition and development of the Yard's End parcels will begin in FY89. In fiscal year 1989, Shipyard Park Phase III will be completed. In addition, the Aquarium's proposed move to the Navy Yard will be the subject of continuing planning with the community.

The BRA will make progress on several other community economic development initiatives in FY 1989 which will produce more housing, build neighborhood economies, and provide development opportunities for office, retail, hotel, and institutional uses. South Station air rights will be advertised for development which includes commercial use and parking. A plan to expand the medical research economy will be developed. Neighborhoods adjacent to the downtown area, such as the Navy Yard, the South West Corridor, and South Station, where large parcels are available, will be evaluated as possible locations for expanding the health services economy.

III. AFFORDABLE HOUSING PRODUCTION

Boston needs more housing, particularly affordable housing, to meet the demand generated both by long-term residents and people who wish to move into the city. The Flynn Administration has made the production of affordable housing a city priority. This fiscal year affordable housing production will again be a key initiative of the BRA.

Since calendar year 1984, 3,950 housing units have received development designation or approvals on BRA land of these more than 2,500 housing units have entered the construction phase, with 43% of the units being for affordable housing.

This fiscal year the BRA will complete an aggressive land disposition program to create additional affordable housing. The remaining inventory of BRA-owned land in Roxbury, the South End, Chinatown, Charlestown, East Boston, and other neighborhoods will be designated for affordable housing, open space,

community gardens, and abutter uses according to community planning guidelines.

The BRA's affordable housing production efforts include technical assistance and increasing opportunities for minority and community-based business development teams. Of the 63 housing development projects designated since 1984, 38 teams are minority business enterprises, non-profit organizations, or community-based development teams. In addition, the BRA has provided over \$2.2 million in technical assistance contracts to community-based groups during the past three years.

While working with neighborhood groups and abutters to achieve appropriate design and scale, the BRA has facilitated the creation of more housing, through the expedited review of projects requiring Board of Appeal action. A substantial number of these units have been built as affordable.

In FY 1989 the BRA's housing goal is to produce 1,500 units, 40 percent of which will be affordable to low and moderate-income families. This will include Phase II of the South End Neighborhood Housing Initiative, the BRA Disposition Workplan for Roxbury, and competitions for parcels in other neighborhoods. By the end of FY 1989 the BRA will have completed the disposition of its inventory of developable land and buildings suitable for housing production.

IV. DOWNTOWN DEVELOPMENT

An Overview of Boston's Recent Development

Since 1984, the BRA has issued development approvals or development designations for more than one-hundred-and-fifty major development projects. These included:

- 67 commercial or institutional development projects totalling 13.6 million square feet and \$3 billion in investment;
- 85 housing projects generating 3,953 housing units on BRA-owned or leased land and totalling \$564 million in investment; and
- Other housing development totalling 5,000 dwelling units and valued at \$552 million.

These projects represent a 4 billion dollar investment in housing, office, hotel, and institutional developments. The benefits to the City of Boston include:

• Permanent Jobs:	50,375
• Construction Jobs:	35,726
• Housing Linkage Revenue:	\$49 million
• Jobs Linkage Revenue:	\$2.9 million
• Annual Property Tax Revenue:	\$72.9 million

The table which follows provides a more thorough picture of these benefits.

Boston Redevelopment Authority Development Approvals 1984-1988 (All Dollars in Thousands)							
Types of Development	Number of Approvals	Total Devel Costs	-----Linkage----- Housing	Jobs	New-Jobs----- Perm.	Const.	Annual Tax Revenue
COMMERCIAL (11.9 Million Sq. Ft)							
Office	29	\$2,345,500	\$39,712	\$2,390	44,527	22,668	\$55,757
Retail	28	128,700	2,112	132	1,897	1,322	3,193
Hotels	1	31,100	536	--	230	231	1,200
Subtotal	58	\$2,505,300	\$42,360	\$2,522	46,654	24,221	\$60,150
HOUSING (3,953 Units)							
Complete	33	\$267,000	--	--	\$21	\$2,442	\$2,876
Underway	15	120,000	--	--	28	1,274	1,503
Designated	37	177,200	--	--	17	1,518	1,908
Subtotal	85	\$564,200	--	--	66	5,233	\$6,287
OTHER HOUSING APPROVED BY THE BRA * (5,000 Units)							
		\$551,871	--	--	63	2,933	\$5,943
INSTITUTIONAL (2.3 Million Sq. Ft.) or OTHER							
	9	\$452,300	\$6,756	\$360	3,592	3,339	\$550
TOTAL	152	\$4,073,671	\$49,115	\$2,882	50,375	35,726	\$72,930

Unprecedented levels of private development construction are facilitating job creation in Boston. Private development construction completions valued at \$6.8 billion, in the four year period 1984-87, (including some projects started prior to 1984), and averaging \$1.7 billion annually, compare with an annual average of \$1.3 billion in the years since 1975 (all measured in dollars of equal value at 1988 prices). Development completions in the 1984-87 period included \$3.0 billion in office buildings, \$1.2 billion in retail, hotel, and exhibition facilities, \$1.3 billion in housing, and \$1.3 billion in industrial, hospital, higher education, and parking facilities. In terms of space, this included 10 million square feet of new office space, 2.25 million square feet of retail space, 2,900 hotel rooms, 12,000 housing units, 1.7 million square feet of hospital and higher education facilities, and 4.2 million square feet of industrial space. Housing development represented the highest annual rate of construction since the 1920s. The same is the case for office and hotel development. Nevertheless, there is increasing concern with the conversion of industrial space to office use, and the consequent loss of industrial jobs. There is growing concern about the widening affordability gap in housing. There is also concern with the dwindling of Back Office space (and jobs) and the emergence of a significant untapped market for Back Office space.

The supply of new office space is carefully metered to maintain a vacancy rate that is low enough to attract capital investment, but high enough to keep rents competitive. At the end of the second quarter of calendar year 1988, the BRA estimated the vacancy rate of Boston's class A office space to be 5.2 percent. This rate was unchanged at the close of 1987, showing the strength and stability of the market. In 1987 the new supply of 1.9 million square feet of office space was more than matched by 2.2 million square feet of absorption. Absorption of new space in 1987 was second only to 1984. Since 1984 absorption of new space has consistently averaged close to 1.6 million square feet for class A space and 2 million for all classes of space.

Contribution to Fiscal Well-being

Boston Property Tax Growth Through Development

Development and development-related growth contributes more to the increase in Boston's property tax revenues than the 2 1/2% standard growth allowance provided for by law. For the four years including fiscal years 1985-1988, the cumulative total of annual 2 1/2% growth allowance was \$37.8 million. The new incremental revenues from development and related economic growth to-

taled \$80.8 million over this same period. Of this \$80.8 million, \$47.9 million was derived from development construction. The remainder of the \$80.8 million was generated from changes in tax status from exempt to taxable, condominium developments, other subdivisions, and new personal property accounts.

Once the new revenues are added to the levy, they are also allowed to grow at a compound rate of 2 1/2 percent annually. The actual value of the development generated tax revenues was \$50.1 million in FY88, or 11 percent of that year's \$451.9 million levy. This is slightly more than the annual property tax yield of the city's 34,281 two-and three-family homes. When completed by 1991, all of the projects approved by the BRA since early 1984 will generate nearly \$73 million in annual property tax revenue, a sum equal to the fiscal 1988 City appropriations for Libraries, Parks and Recreation, Human Services, County Courts, and County Jails.

Building Permit Fees

Since the beginning of calendar year 1984, the city has collected \$55.9 million in building permit fees. Building permit fees, calculated as a percentage of construction cost, have risen steadily every year since 1982. The fee revenues go to the city's general fund to help to pay for municipal services and capital improvements. The revenues are equal to the Five Year Capital Plan budget for the new construction and repair of police and fire stations in the city, or 12% of the FY88 tax levy.

Employment, Housing, and Job Training

Boston residents are benefiting directly from the new jobs and housing funds generated by new development. The thirty-nine approved Development Impact Projects are required to abide by the linkage provisions in Articles 26, 26A, and 26B of the Boston zoning code. To date, over \$49 million in housing linkage contributions have been committed by these projects. The Neighborhood Housing Trust has expended \$17 million to create 2,079 housing units, of which 1,666 or 80 percent will be affordable.

Job training commitments are at \$2.9 million. The thirty-nine Development Impact Projects and new housing projects will provide 50,375 permanent jobs and

35,726 construction jobs. The developers will work with the Mayor's Office of Jobs and Community Services to administer a range of job training programs to prepare residents for the jobs created by the new economy. They are required to comply with the Mayor's Executive Order to assure that 50 percent of construction jobs go to Boston residents, 25 percent to minorities, and 10 percent to women. Policies and programs are in effect to make the new jobs created more accessible to Bostonians. The **Boston For Boston** program administered by the Mayor's Office of Jobs and Community Services targets 50 percent of permanent jobs for Boston residents.

Garage Disposition Program

The BRA has acted as the city's development agent in the disposition of five city-owned garages: The Kilby Street Garage, Fort Hill Garage, St. James Street Garage, Government Center Garage, and Kingston-Bedford Street Garage. Proceeds from the sale of these assets have totaled over \$80 million. In addition, the dispositions converted tax exempt municipal garages into tax generating commercial office space. Once completed, the developments on these five garage sites will generate \$17 million in annual property tax revenue to the City from land which was formerly tax exempt. The net proceeds from the garage sales are used to pay for municipal services and the city's Five Year Capital Plan. A portion of the proceeds goes toward repayment of any municipal debt remaining from the original construction of the garages.

The Kingston-Bedford Garage is paired with Parcel 18 as the city's first Parcel to Parcel Linkage project. The program transfers benefits from downtown projects to linked neighborhood projects which help to build the neighborhood economy. The city will direct a portion of the value of the sale of that garage to help pay for public benefits generated by the linked projects.

Economic Outlook

The outlook for the Boston economy is bright, with a gain of 17,000 (net new) jobs in 1987, and 58,000 in the four years since 1983 (averaging 14,500 a year), in comparison with the 1976-82 average of 10,000 a year. Moreover, Boston resident-worker capture of Boston jobs is beginning to improve after long years of decline as suburban commuters filled the gap flowing from rising job levels and falling Boston population and labor force, (until about 1980). the economy

Boston's growth is contributing significantly to the Massachusetts "miracle". Recently issued reports of the U.S. Bureau of Economic Analysis show that rising levels of personal income per capita in Massachusetts (and in the Boston metro region, and the City of Boston) are widening the gap with the lower national average. From 1982 to 1987, State per capita income rose from 11 percent above the national average to 24 percent. With an annual growth rate of 8.5 percent, the State was second highest (all in comparison with a 6.2 percent growth rate in per capita income for the nation as a whole in the 1982-87 period). This raised the level of Massachusetts' per capita income to third highest in rank in 1987. The Boston Metro Region and the City of Boston did even better, with rates of annual average growth of 8.9 percent and 9 percent, respectively, (for the 1982-86 period, based on the latest available information). The superior performance reflects the upgrade quality of the hi-tech driven economies of the metro region and the state, and the upscale characteristics of Boston's producer services economy. These job quality features account for annual average wage levels, in Boston, in 1986, which were higher than those in the metro region, which, in turn were higher than those in the State, and which were higher than those in the Nation.

The stock market crash of October 19, 1987 left Boston relatively unscathed. Several mutual fund companies had small lay offs of office workers while some insurance companies put a small amount of unused office space up for sublease. In total only about 300,000 square feet was affected. Since late 1987 office leasing has been slower than in past years, reflecting the immediate caution about the economy. Nevertheless, activity was beginning to turn up in Summer 1988 and the long term forecast remains bright. The continued strong performance of the Boston office market since fiscal 1985 reflects the underlying strength of Boston's economy.

V. NEW MANAGEMENT INITIATIVES

Since 1984, the Boston Redevelopment Authority has made significant gains in the area of management and budget. These gains, achieved through various initiatives, enable the BRA to manage its work and its resources more efficiently. Further, this growth in management capacity enables the BRA to track progress on projects and report more thoroughly on project costs.

The most significant of the management initiatives carried out since 1984 are described below.

- The first formal BRA budget was prepared and submitted to the Board for approval in June 1986. This line-item budget for fiscal year 1987 represented an important step in the process of eliminating the BRA's need for city funding.
- Early in 1986, an initiative was undertaken to develop a project-based time management system. This system was needed to determine projects the staff was working on, the amount of time being spent on these projects, and, most important, the relative priority of each project. After several months of design and development, the Time Management System was fully implemented in July 1987.
- In the fall of 1986, the first reorganization of the BRA in over seventeen years was carried out, creating a much clearer chain of command and establishing a more functional organizational structure.
- Concurrent with the reorganization, an initiative was taken up to overhaul the BRA's salary structure. A new structure, modeled after the Federal Government Grade & Step schedule, was adapted with specific levels of skill and responsibility corresponding to each grade and step.
- The BRA's Management Information System has been thoroughly upgraded over the last three years. In 1985 a comprehensive inventory of information management needs was prepared. This was used to develop plans for the BRA to acquire its own computer and end its time-share relationship with the City of Boston Collector Treasurer's Office which allowed the BRA to borrow time on its mainframe computer. This process resulted in the purchase of a Digital MicroVAX computer which was eventually installed in the new office space in the Charlestown Navy Yard. Development of the information system included the acquisition of seventy-one personal computers and related hardware and software. In 1988, equipment was purchased which now enables the MicroVAX to be used with a number of PCs in a network configuration allowing files and software programs to be shared.
- The Management & Budget Department has improved its financial reporting capacity significantly over the last eighteen months. The depart-

ment now produces monthly financial reports which provide timely information regarding budget targets and cash flow. The reports contain actual vs budget expense information, accounts receivable and payable agings, cash status and investment information, detail of the BRA's contractual expenses, and personnel status information. In the past, reports which only contained expense information, were produced on an annual basis and more recently on a quarterly basis.

- In 1987 an affirmative action plan was adapted by the Board. It's goal is to provide equal opportunity to all present and prospective employees. Since 1984, the BRA has increased the number of minorities on the staff by 141%, and the number of women was increased by 79%. Minority representation has been increasing continuously since 1984, rising from 16% in 1984 to 24% in 1988. The representation of women has increased from 40% in 1984 to 44% in 1988. Minorities and women hold approximately 36% of the policy and management positions in the BRA.
- Fiscal year 1989 is the second year the BRA will utilize a Program Budget. This budget was formalized in 1988 and includes detailed work plans with clear assignments of responsibility for every program the BRA will work on during the year. The budget also includes the standard line-item operating budget which serves as the basis for making spending decisions throughout the year.

To manage capital construction work more efficiently, to carry out its land maintenance responsibilities, to monitor 121(A) collection and compliance, and to assure financial control, the BRA will initiate the following management programs:

Capital Program: The Capital Program Projects are located in more than twelve City of Boston neighborhoods. They include street and sidewalk reconstruction, infrastructure improvements intended to write down the production costs of over 1,450 affordable housing units, Harbor redevelopment plans and park construction or renovation, economic development, and neighborhood planning. In addition to helping attain the BRA goals of producing affordable housing and economic enhancement, the improvements proposed will add to the quality of several of the city's streets, open spaces and parks.

Since 1984 \$16 million of City Capital funds have been processed by BRA staff. Capital projects which do not directly support the attainment of the BRA's goals will be transferred to the City DPW and Transportation and Parks departments with the approval of the Mayor and City Council. Several of the projects which will be transferred are included in the current \$70 million of City Capital funded BRA projects. An additional \$30 million in pending applications for projects which support the attainment of BRA goals are being considered. These capital investments will be in direct support of affordable housing production, parks, roads, and economic development activities.

Consolidation of Activity: New procedures will be implemented which will result in the consolidation of project management and maintenance activities. A detailed review of engineering contracts and capital projects is being conducted in coordination with the city to determine which capital construction projects will be transferred to city departments.

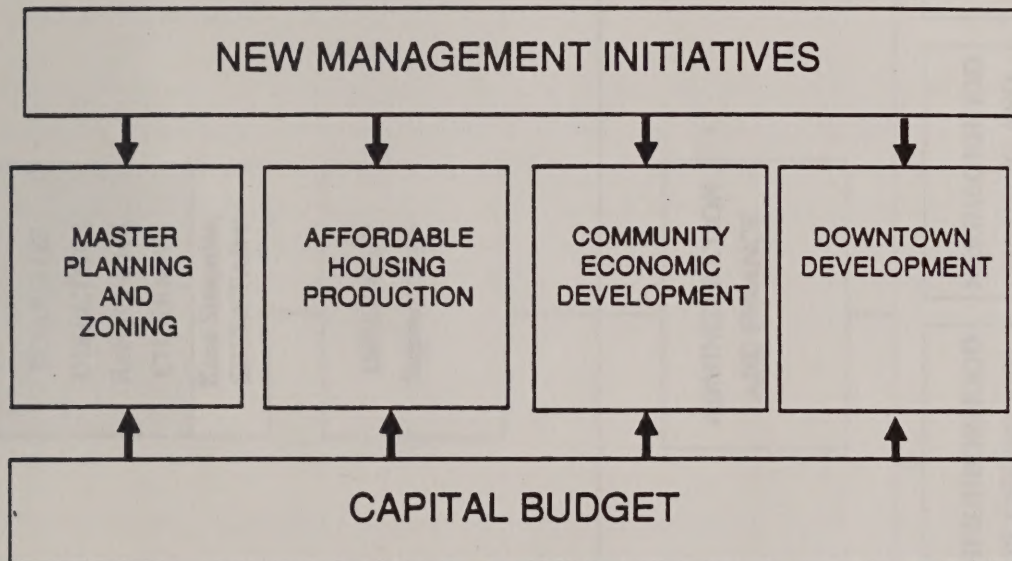
Land Disposition: The BRA's disposition of land for housing, parks and other open spaces, and community economic development will be accelerated in cooperation with city departments to reduce the inventory of land and buildings. Parks and other open space currently owned by the BRA will be conveyed to the Parks and Recreation Department for proper care and custody. Schools, median strips, and other publicly used parcels which the BRA currently owns will be conveyed to the Public Facilities Department for proper care and custody.

Review of 121(A) Corporations: In coordination with the City, procedures will be implemented to monitor project compliance with 121(A) regulations. All collection and compliance monitoring with respect to in-lieu-of tax payments to the city and state will be undertaken by the City of Boston Assessing Department.

Budget and Management Review: To assure the continued fiscal strength of the BRA, the office of Budget and Management Review will be created. The office will focus on the following activities:

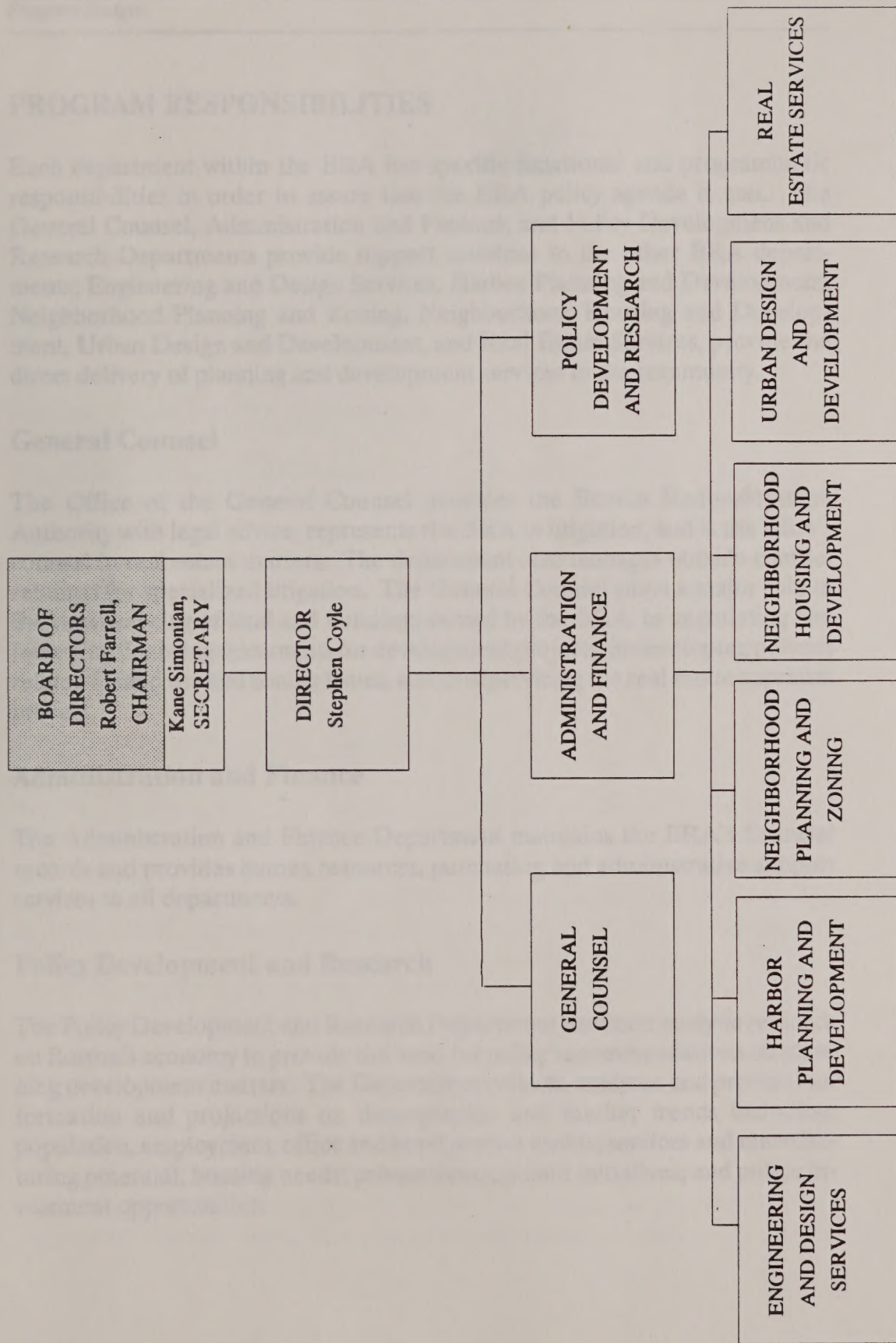
- Implementing cost control initiatives;
- Performing operational audits and overseeing the annual audit of the agency;

- Monitoring and conducting audits of developers' compliance with lease agreements
- Developing and implementing the program and operating budgets, and establishing long-term planning and forecasting models;
- Ensuring that established policies and procedures are being executed efficiently and effectively; and
- Ensuring that financial statements and management reports are accurate, timely, and complete.



Affirmative Action: The BRA continues to provide equal opportunity to all present and prospective employees through an aggressive affirmative action policy ensuring equal opportunity for minorities, women, handicapped persons, and Vietnam-era veterans. Since fiscal 1985, the BRA has increased the number of minorities on its staff by 140%, and the number of women has increased by 79%. Minority representation has been increasing continuously since 1984, rising from 16% in 1984 to 25% in 1988. The representation of women has also increased, rising from 40% in 1984 to 44% in 1988. Minorities and women hold approximately 37% of the policy and management positions in the BRA. Our goals for 1989 are 30% minority representation, 50% women representation, and for 40% of the policy and management positions to be held by women and minorities.

Table of Organization



PROGRAM RESPONSIBILITIES

Each department within the BRA has specific functional and programmatic responsibilities in order to assure that the BRA policy agenda is met. The General Counsel, Administration and Finance, and Policy Development and Research Departments provide support activities to the other BRA departments; Engineering and Design Services, Harbor Planning and Development, Neighborhood Planning and Zoning, Neighborhood Housing and Development, Urban Design and Development, and Real Estate Services, provide the direct delivery of planning and development services to the community.

General Counsel

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in the conveyancing of land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects, in developing policies related to land use and zoning issues, and in supervising the real estate appraisal process.

Administration and Finance

The Administration and Finance Department maintains the BRA's financial records and provides human resources, purchasing and administrative support services to all departments.

Policy Development and Research

The Policy Development and Research Department conducts analytic research on Boston's economy to provide the basis for policy recommendations on planning development matters. The Department collects, analyzes and provides information and projections on demographic and market trends including: population, employment, office and hotel market trends; services and manufacturing potential; housing needs; private development initiatives; and public investment opportunities.

Engineering and Design Services

The Engineering and Design Services Department provides technical expertise to the BRA in the areas of engineering, design, computer graphics, mapping and modelling services, and environmental and transportation review. The Department assists in the preparation, execution, and supervision of contracts for public improvement projects, and provides technical review services on development proposals. The Department manages the BRA's capital projects, and is responsible for Navy Yard master planning and design review.

Harbor Planning and Development

The Harbor Planning and Development Department creates and coordinates programs to promote balanced growth and public access along Boston's waterfront. The Harborpark plan emphasizes water transit, public parks, area master plans, and public access. Special projects which this Department plans and implements include, but are not limited to, Harborwalk, Long Wharf, the Harborpark zoning, and the development of the Charlestown Navy Yard. This Department coordinates community participation with neighborhood groups and the Harborpark Advisory Committee.

Neighborhood Planning and Zoning

The Neighborhood Planning and Zoning Department coordinates planning and zoning activities for the neighborhoods of Boston and coordinates the public review process and responds to public inquiries regarding zoning. Specific neighborhood planning initiatives include developing interim and final zoning, and coordinating master planning and special neighborhood zoning studies. The Department reviews Board of Appeal applications and recommends referrals to the Boston Redevelopment Authority Board. The Department is the liaison to and provides staff assistance for the Zoning Commission.

Neighborhood Housing and Development

The Neighborhood Housing and Development Department is charged with securing an equitable share of the benefits produced by the area economy, in the form of affordable housing and improved neighborhood environments, for residents of Boston. The primary focus is neighborhoods where, because of a

variety of social and economic factors, the quality of housing and the neighborhood environment is poor. In carrying out its mission the Department seeks an important role for citizens in formulating and implementing plans to expand the supply of affordable housing, to rebuild neighborhoods, and to increase economic opportunities.

Given the history of economic exclusion and the inadequate level of investment in many of Boston's neighborhoods, particularly neighborhoods with large minority populations, the Department's programs are designed to use scarce public resources to generate maximum private investments. These programs are intended to attract economic support for target neighborhoods and populations; to encourage minority business enterprises and community-based, non-profit development organizations; and to secure maximum public benefits from private development projects.

Urban Design & Development

The Urban Design and Development Department undertakes development and design review of all major projects, both private and public, within the Downtown and Back Bay areas. The Department provides review services, in conjunction with other BRA departments, for major institutional and selected neighborhood residential and commercial projects. During FY89 the Department will prepare comprehensive planning and design analyses for the Downtown Special Study areas. Urban Design and Development manages the disposition of BRA-owned land and buildings in Central Boston.

Real Estate Services

The Real Estate Services Department manages and maintains properties owned by the BRA which include land and buildings in various stages of the development process. The Department is responsible for maintaining an inventory of BRA-owned real estate to facilitate the efficient assembly and disposition of parcels for development.

OPERATING BUDGET

The BRA's operating budget for fiscal year 1989 reflects a decrease of \$1.2 million or 6.4% from fiscal year 1988. Total operating expenses for the coming fiscal year will be \$18.6 million, down from \$19.8 million for FY88. This is the fifth consecutive year in which the BRA's revenues and expenses are balanced.

Since 1984, the BRA has reduced substantially its need for funding from the City of Boston. In FY84, the agency received \$6.4 million from the City. By 1987, this funding was reduced by more than half to \$3.1 million. Fiscal year 1988 was the first year in which no revenue was received from the city for any portion of operating expenses. If the 1984 funding trend had continued at the same rate, the City would be supporting the Authority at a level of \$8-10 million.

Although the BRA no longer receives funding from the City, its support for city agencies in areas related to planning and development has been increasing. In FY87, the BRA expended \$418,000 in support of city agencies for these activities. Last year this support totalled \$638,000. In FY89, \$969,000 is budgeted, representing 5.2% of the agency's total expenses.

This fiscal year, emphasis will be placed on accountability, financial control, and cost reduction to assure the continued fiscal strength of the BRA. Included in these initiatives will be the establishment of a separate Budget and Management Review office. This office will concentrate on performing operational audits to improve efficiency and management; to monitor developers' compliance with lease agreements; to develop strategic plans and forecasts; and to implement new cost control initiatives.

REVENUE

Rental, Lease And Equity Participation is projected at \$10.5 million. This represents revenue generated through the most efficient use of BRA-owned land and buildings. Pending development, rental properties are held by the BRA and income derived from rent is used to offset the cost of maintaining properties. In FY89, rental income is projected at \$1.5 million. Income from leases and equity participation is projected at \$9 million. These revenues are generated from long-term leases of development parcels and proceeds from the sale or refinancing of properties built on BRA land.

Project Income of \$7.5 million will come from the sale of BRA-owned land and buildings for commercial development. The amount received from land dispositions for non-profit organizations or affordable housing development is nominal and is limited to covering the cost of conveying the property.

Other Income includes interest income, grants, and fees received for processing 121(A) amendments and the sale of books, publications and maps.

EXPENSES

Personnel Costs are projected at \$9.4 million, a decrease of 7.6% or \$780,000 from FY88. These costs include salaries for permanent, full-time employees; salaries for provisional employees; salaries for part-time employees and interns; and overtime charges. This budget line will support a staff level of 273 compared to an average staff level of 306 in FY88.

Employee Benefits are budgeted at \$3.3 million and represent an increase of 20% or \$562,000 from FY88. These costs include a City of Boston pension contribution of \$2 million; State hospitalization and life insurance expense of \$900,000; workers' compensation and unemployment insurance at \$50,000; and a projected cost of living increase which is tied to the rate approved by the City Council for municipal employees (estimated at \$400,000). Increases for pension and insurance are passed on to the BRA by the City and State.

Administrative Expenses are costs for supplies, advertising, telephone, data processing, business travel, and other items necessary for the day-to-day operation of the BRA. This fiscal year, administrative costs are budgeted at \$1.5 million and reflect a 4.7% decrease from last year.

- **Advertising** expenses are budgeted at \$60,000. Over the past two years, extensive advertising in major newspapers was required to carry out the first two parcel to parcel linkage projects: Parcel 18/Kingston-Bedford and South End Transitional Housing/Park Square. Expenses in FY89 are expected to increase for advertising for the Midtown Cultural District Plan and Fort Point Channel. In addition, the Authority plans to aggressively advertise for minority and women business enterprises to comply with the quotas required by the Mayor's Executive Order regarding construction contracts and purchasing.

- **Audit** expenses are projected at \$150,000. This includes the independent audit of the BRA's annual financial statements and an audit of developers' compliance with lease agreements.
- **Business travel** expenses are budgeted at \$50,000, a decrease of 33% from FY88. The Authority has made a concerted effort to restrict expenditures for out-of-town travel for conferences and taxi reimbursements for local meetings.
- **Library Services** costs are projected at \$50,000, a decrease of 41% from FY88. Expenses in FY88 reflected a major improvement of library facilities and services. With this work now complete, FY89 costs are anticipated to decline to a level comparable to FY87.
- **Employee education** costs are budgeted at \$50,000. During the past year, 22% of staff have attended courses and seminars. Of those employees utilizing this benefit, 51% are women and 24% are minorities. Of those staff who have attended courses and seminars, 30% are non-degreed employees. The Authority has also provided in-house computer training sessions for employees.
- **Graphic Design** costs are projected at \$75,000. In FY87, graphic work was performed for the parcel to parcel linkage projects and the IPODs. Expenditures declined in FY88 and a minor increase in FY89 is anticipated for the special district studies.
- **Mapping & Model Making** expenses are projected at \$70,000 which will primarily be used for the construction of models for the special district studies.
- **Economic Conferences** are budgeted at \$85,000. In FY88, the BRA, in cooperation with the Lincoln Institute for Land Policy, the MIT Laboratory for Architecture & Planning, and Harvard's Kennedy School of Government, co-sponsored a three-day Economic Policy Roundtable. A conference on "The Future of the Massachusetts Economy: Boston's Role" is planned for FY89.
- **Office Supply** costs are projected at \$150,000. This is a decline of 30% from FY88 due to the planned reduction in staff.

- **Postage** expenditures are projected at \$60,000. The BRA plans to increase its neighborhood mailings to inform the public of planning and development activities.
- **Telephone** service charges are budgeted at \$250,000. These costs will decline in FY89 by \$30,000 or 11% with the installation of the new, more cost efficient Telecommunications System 75. Expenses will also diminish with the consolidation of staff space as a result of the disposition of 185 State Street and the Dudley site office.
- **Data Processing** costs are projected at \$165,000. Since 1987, the BRA has acquired 65 personal computers including software and related equipment. Although the Authority will continue to upgrade its information management equipment, it will not occur at the same pace as FY87 and FY88. Services and supplies will rise 5% or \$7,000 while hardware acquisition costs will decrease by \$76,000 or 65%.
- **Copy Machine Rental and Copy Supplies** expenses are budgeted at \$145,000 and \$45,000 respectively. The anticipated increase in FY89 can be attributed to costs to be incurred by the special district studies.

Occupancy costs represent the payment of rent and operating expenses including utilities for leased office space at the Charlestown Navy Yard. These costs will increase 6.1% or \$80,000 over last year to a level of \$1.4 million. This cost increase reflects operating expenses and utility costs for an entire year of operation at the Navy Yard.

Contractual Services provide for Legal, Technical, City Infrastructure, and Property Management services and are budgeted to reflect a 17% decrease to a level of \$2.8 million.

- **Legal** expenses will decrease \$438,000 or 50% from FY88 because of the litigation posture of a number of the most important cases with which the BRA has been involved. Since the Lowell Square litigation has moved from the trial court to the appellate review, a substantial reduction from the FY88 expenditure is anticipated. The Charles River Park case was resolved by the Supreme Judicial Court in the BRA's favor. The New England Life and Westminster-Willard cases concluded with important victories. A negotiated settlement to the Askia case will not require extensive new legal work. Other expenses, including reuse appraisals, land use consultant ser-

vices, and document review consultant services, will be held to their FY88 level.

- **Technical Services** expenses are budgeted at \$1.4 million. These costs include contracts for special studies in the areas of research, planning & development, and management support. Research is budgeted at \$150,000 and provides for housing analysis, and demographic and econometric studies. Planning and development is projected at \$695,000 or 77% of the budget line and provides for community participation activities as well as design review and district studies. Management support studies are budgeted at \$60,000 for the implementation of a fixed asset system as well as a major revision of the BRA's purchasing policy.
- **City Infrastructure** is budgeted at \$500,000, the largest portion of which will be used for design, engineering, and construction of Long Wharf, Shipyard Park, Hayes Park, and Elliot Norton Park.
- **Property Management** costs are budgeted at \$1 million, a decrease of 17% from FY88. These costs include security, fencing, snow removal, landscaping, property insurance, and general building and land maintenance. The decrease from FY88 will be the result of the conveyance of parks, open space, schools, and median strips to the City as well as the disposition of 185 State Street and the Dudley office building.

Investments In Capital Assets will decrease by 80% or \$400,000 from last year to a level of \$100,000.

Reserves are budgeted at \$652,000 and will be used for litigation insurance and court awards.

Support Of City Agencies involved in development and planning activities is projected at \$969,000 and represents costs essential to carrying out the BRA's responsibilities. These departments and agencies work with the BRA on neighborhood review of planning and development proposals, and coordinate neighborhood-based planning efforts with the BRA.

FISCAL YEAR 1989 OPERATING BUDGET SUMMARY

(Dollars in Thousands)

Account	FY-87 Actual	FY-88 Projected	FY-89 Budget	VARIANCE '88 to '89
REVENUE				
City Appropriation	3,100	--	--	--
Rental, Lease, Equity Participation	11,482	9,248	10,484	1,236
Project Income	2,200	8,198	7,541	(657)
Other Income	2,551	3,082	2,220	(862)
TOTAL OPERATING REVENUE	19,333	20,528	20,245	(283)
EXPENSES				
Personnel	12,643	12,997	12,779	(218)
Administrative	1,529	1,585	1,510	(75)
Occupancy Costs	205	1,310	1,390	80
Contractual Services	3,403	3,443	2,845	(598)
Investments in Capital Assets	699	500	100	(400)
TOTAL OPERATING EXPENSES	18,479	19,835	18,624	(1,211)
<i>Contribution to Reserves and to the Support of City Agencies</i>	<i>854</i>	<i>693</i>	<i>1,621</i>	<i>928</i>

FISCAL YEAR 1989

OPERATING BUDGET DETAIL

PERSONNEL AND ADMINISTRATIVE EXPENSE

(Dollars in Thousands)

Account	FY-87 Actual	FY-88 Projected	FY-89 Budget	Variance '88 to '89
PERSONNEL COSTS				
Permanent Full-Time Employees	6,574	7,389	7,068	(321)
Provisional Employees	2,475	2,056	1,899	(157)
Part-Time, Interns, and Overtime	528	764	462	(302)
Subtotal, Personnel Costs	9,577	10,209	9,429	(780)
EMPLOYEE BENEFITS				
City Pension Contribution	1,898	1,900	2,000	100
Hospitalization & Life Insurance	720	850	900	50
Workers' Compensation	38	38	40	2
Unemployment Insurance	10	--	10	10
Cost-of-Living Adjustment	400	--	400	400
Subtotal, Employee Benefits	3,066	2,788	3,350	562
Total Personnel Expense	12,643	12,997	12,779	(218)
ADMINISTRATIVE EXPENSES				
Advertising	127	24	60	36
Audits	100	100	150	50
Business Travel	181	75	50	(25)
Library Services	57	85	50	(35)
Employee Education	27	29	50	21
Graphic Design	110	67	75	8
Mapping & Model Making	98	47	70	23
Marketing	100	--	--	--
Economic Conferences	--	105	85	(20)
Office Supplies	167	214	150	(64)
Postage	34	43	60	17
Telephone Services	191	280	250	(30)
Data Processing Services	--	47	50	3
Data Processing Supplies	--	71	75	4
Data Processing Equipment	60	116	40	(76)
Copy Machine Rental	100	100	145	45
Copy Supplies	35	40	45	5
Printing & Outside Copy Service	142	142	105	(37)
Subtotal, Administrative	1,529	1,585	1,510	(75)
TOTAL, PERSONNEL AND ADMINISTRATIVE EXPENSES	14,172	14,582	14,289	(293)

Operating Budget

**FISCAL YEAR 1989
OPERATING BUDGET DETAIL
OCCUPANCY, CONTRACTUAL, AND INVESTMENT
EXPENSES**

(Dollars in Thousands)

Account	FY-87 Actual	FY-88 Projected	FY-89 Budget	Variance '88 to '89
OCCUPANCY COSTS				
Rents	205	1,190	1,190	--
Operating and Utilities	--	120	200	80
Subtotal, Occupancy	205	1,310	1,390	80
CONTRACTUAL SERVICES				
Legal				
Legal Consultants	662	878	440	(438)
Technical Services				
Research	160	155	150	(5)
Planning & Development	806	690	695	5
Management Studies	--	60	60	--
Subtotal, Technical Services	966	905	905	--
City Infrastructure				
Engineering	93	240	335	95
Construction	688	220	165	(55)
Subtotal, City Infrastructure	781	460	500	40
Property Management				
Building and Land Maintenance	300	250	235	(15)
Board-Up and Fencing	48	65	50	(15)
Insurance	288	360	300	(60)
Security	125	200	200	--
Snow Removal	53	50	50	--
Supplies & Equipment	65	55	45	(10)
Utilities	75	175	85	(90)
Vehicle Maintenance	40	45	35	(10)
Subtotal, Property Management	994	1,200	1,000	(200)
INVESTMENTS IN CAPITAL ASSETS				
Renovation of Facilities	133	75	25	(50)
Furniture & Fixtures	336	425	75	(350)
Computer Facilities	230	--	--	--
Subtotal, Capital Assets	699	500	100	(400)
TOTAL, OCCUPANCY, CONTRACTUAL, & INVESTMENT	4,307	5,253	4,335	(918)
TOTAL PERSONNEL & ADMINISTRATIVE				
<i>(From Previous Page)</i>	14,172	14,582	14,289	(293)
TOTAL OPERATING EXPENSES	18,479	19,835	18,624	(1,211)

**FISCAL YEAR 1989
OPERATING BUDGET DETAIL
CONTRIBUTION TO THE SUPPORT OF CITY AGENCIES**

(Dollars in Thousands)

Account	FY-87 Actual	FY-88 Projected	FY-89 Budget	Variance '88 to '89
PERSONNEL				
Zoning Commission	35	35	36	1
Real Property Department	38	38	40	2
BHA/Columbia Point Task Force	36	36	38	2
Subtotal, Personnel	109	109	114	5
TECHNICAL SERVICES				
Jobs and Community Service Office	50	150	250	100
Neighborhood Services Office	214	279	340	61
Mayor's Development Office	45	55	65	10
Transportation Department	--	45	100	55
Subtotal, Technical Services	309	529	755	226
 RESERVE FOR NEW INITIATIVES	 --	 --	 100	 100
 TOTAL SUPPORT OF CITY AGENCIES	 418	 638	 969	 331

THE FY 89 WORK PLAN

The FY 89 Work Plan details the Boston Redevelopment Authority's agenda for FY 89. The plan allocates staff and financial resources in response to the critical need to achieve balanced growth through comprehensive planning and to increase housing production throughout Boston.

The Work Plan provides a specific statement of each department's objectives, programs designed to achieve these objectives, and performance criteria that will be used to measure and evaluate accomplishments as the year progresses. The Work Plan is a yardstick which will be utilized to measure performance of the Agency and its departments during FY 89.

Each section of the Work Plan includes department and program profiles for each department. Department profiles contain mission statements and a list of main functions. Each department profiles is followed by program profiles which include program mission statements, objectives, and performance criteria.

FY 89 PROGRAM OVERVIEW

HOUSING PRODUCTION AND AFFORDABILITY

Boston needs more housing, particularly affordable housing, to meet the demand generated both by long-term residents and by people who wish to move into the city. The Flynn Administration has made the production of affordable housing a city priority. This fiscal year affordable housing production will again be a key objective of the BRA.

Since 1984, the BRA has disposed of over three million square feet of land and numerous buildings, totalling 113 affordable housing projects. Between 1984 and 1990, 4104 units of housing will be built on this former BRA land, and more than 1800 -- or 44 percent -- of these units will be affordable to low and moderate income households. The BRA has disposed of the properties at below market rate prices to increase affordability.

The BRA's affordable housing production efforts include technical assistance and increasing opportunities for minority and community-based development teams. Of the 63 housing development projects designated since 1984, 38 teams are minority or community-based developers. In addition, the BRA has provided over \$2.5 million in technical assistance contracts to community-based groups during the past three years.

While working with neighborhood groups and abutters to achieve appropriate design and scale, the BRA has facilitated the creation of more housing, through the review and referral of projects requiring Board of Appeal action, with a substantial number of those units being affordable.

In FY 1989 the BRA's housing goal is to produce 1,500 units; 40 percent of those will be affordable to low and moderate-income families. This will be accomplished through an aggressive land disposition program in Boston's neighborhoods. Phase II of the South End Neighborhood Housing Initiative, the BRA Disposition Workplan for Roxbury, and competitions for parcels in other neighborhoods will be the key elements of this program. By the end of FY 1989 the BRA will have completed the disposition of its inventory of developable land and buildings suitable for housing production. After community open space studies in the South End, Roxbury and other neighborhoods, some parcels will be conveyed for continued use as community gardens and open spaces. Additional parcels will be conveyed to other city agencies for maintenance as parks, public facilities, or disposition through PFD's abutter program.

Specific housing initiatives for FY 1989 include:

- The first phase of the South End Neighborhood Housing Initiative (SENHI) will start construction in fiscal year 1989 to generate approximately 325 units of housing, of which two-thirds will be affordable. Competition for Phase II of SENHI (275 units) will start in FY 1989.
- Competitions will begin in FY 1989 on a comprehensive housing plan for Roxbury to create over 500 housing units with a large component of affordable units. Competitions are one of several disposition strategies outlined in the BRA Disposition Workplan which describes the inventory of BRA-owned land in the Roxbury IPD area. All dispositions will be guided by the Joint Guidelines for Disposition of Public Land in Roxbury. The Guidelines, prepared in cooperation with the Public Facilities Department, will set standards for design and affordability.
- The use of manufactured housing technology to increase affordability on large and small BRA-owned parcels in Roxbury and other neighborhoods will be encouraged in FY 1989.
- A comprehensive housing plan for 500 units in Chinatown will be a part of the larger master planning effort in that community. Five publicly-owned sites in Chinatown will be designated for housing development and supporting community services, unless a compelling case for an alternate use can be made. The BRA has issued a RFP for parcel R-3/R-3A which calls for the development of 225 residential units, with two-thirds of those units affordable; half of these units will be built for large families, and 25 percent will be set aside for elderly residents.
- The BRA, working with the Neighborhood Housing Trust, through its Housing Creation Regulations, will continue to encourage the housing creation option of the linkage program. To date fourteen housing creation projects have received approval, totaling 1,975 units. The BRA will continue to work with the Neighborhood Housing Trust to award linkage monies to affordable housing projects.
- The BRA will continue to work with the North End Community to develop an affordable housing strategy. The disposition of Sargents Wharf will be tied to affordable housing creation.
- The BRA will continue to study the dynamics of Boston's housing market, including housing values, rents, vacancies, and production; and to analyze the impacts of market forces and government policies on housing production.

PLANNING

Boston, like all great cities, is constantly changing. Along with creating new opportunities to improve the quality of life and the economic well-being of a city, growth and change, if not well-managed, can threaten the very elements of a city that its residents cherish most. Boston is a unique city because of its neighborhoods and their strong residential character, because of its healthy downtown economy, and because of its historic resources and beautiful harbor. As the city's planning agency, the BRA has primary responsibility to manage the delicate balance between the needs of commerce and the needs of the neighborhoods. The BRA's planning policies and initiatives promote the Flynn Administration's balanced growth approach to economic development.

NEIGHBORHOOD PLANNING initiatives promote citizen participation in land use decisions affecting Boston's neighborhoods. The purpose is to enact revised zoning to respond to particular issues raised by community residents, such as the need to protect residential areas from encroachment by commercial uses, and the need to provide more usable open space and parking. The focus in the neighborhoods is on masterplanning to balance competing land uses over time. Among the major zoning concepts proposed in the neighborhoods are districts reserved for affordable housing, new light manufacturing and neighborhood business districts, special planning for major boulevards and cross streets, transportation and parking controls, open space planning, and institutional masterplanning. Some of the planning and zoning efforts in FY 1989 include:

- Residents from the Dorchester Avenue area, Fort Point Channel area, East Boston, Jamaica Plain, West Roxbury, Hyde Park, Fenway/Kenmore, Columbia Point, Washington Street and Charlestown are working on interim zoning amendments which will be submitted to the BRA Board and the Zoning commission in FY 1989.
- Neighborhood masterplanning studies for Chinatown, Port Norfolk, and the Charlestown Navy Yard as well as interim zoning in Allston-Brighton (enacted June, 1987), in Roxbury (enacted June, 1987), and along Dorchester Avenue will be completed.
- Neighborhood zoning studies for the South End, Washington Street, and Hyde Park Avenue will be completed in FY 1989.
- The BRA will establish procedures for community participation in institutional planning decisions.

DOWNTOWN PLANNING initiatives, approved by the BRA Board in May, 1987 and subsequently enacted by the Zoning Commission, focus on re-establishing height limits as part of Boston's land use tradition, establishing historic preservation as a city priority, preserving Boston's open space, and providing barrier free access in new developments. Master planning for Downtown Boston also requires that careful study and planning be undertaken in each of the districts in Downtown Boston. Specific downtown planning initiatives, including; the Midtown Cultural District and Chinatown Plans, will proceed through community review and implementation this fiscal year. Plans for Prudential Center and the Fort Point Channel area, initiated prior to this fiscal year, will be presented for community review and refinement.

District plans will be developed for Financial District/ Downtown Crossing, Government Center, North Station, Cambridge Street, Bulfinch Triangle, and the Leather District. The planning studies will address issues of use, design, traffic, and pedestrian access, among other things, and will require the continuing participation of the community, local businesses and design professionals.

Development review of major downtown projects will be refined and implemented by the Development Review Requirements amendment to the Zoning Code. The amendment focuses on traffic and environmental impacts, urban design, impact on historic resources, infrastructure system requirements, and preserving the stock of affordable housing units.

HARBOR PLANNING objectives, as first stated in Harborpark Framework For Discussion released in 1984, are to achieve balance, rationality, and harmony in the revival of Boston's Waterfront. By attempting to blend public benefits with private harbor-related uses, Harborpark encourages the creation of new jobs, housing, investment, tax revenues, water transportation, and public access to the Harbor.

Community-based planning and zoning initiatives will continue within each of the Harborpark neighborhoods. Compliance with interim zoning controls, enacted in March, 1987, will be monitored to ensure Harborpark objectives are met and to maximize the public benefits of waterfront development. A proposal for permanent Harborpark zoning will be prepared for public review and adoption in FY 1989. Maritime Economy Reserve Zones have been established to protect areas of the working waterfront.

Design Standards will be developed and implemented for the 10.48 miles of Harborpark stretching from the Charlestown Navy Yard Pier II to South Boston, Pier 4. The addition of 3,800 lineal feet of Harborwalk on Dry Dock No. 2, Pier 5 and Building 197 in the CNY will bring the total completed area of Harborwalk to 4.8 miles or 45 percent.

Planning and development of the Charlestown Navy Yard will continue with the adoption of the community-based master plan and activities. Development of the "Yard's End" parcels will begin in FY89, following the Masterplan guidelines which call for 625 housing units including 200 affordable units, 475,000 square feet of office/research space, a 250 room hotel/conference center, and a "Yard's End" Park.

Public access to Boston's waterfront will be enhanced by the addition of new parks and public spaces. In fiscal year 1989, Long Wharf Phase I and Shipyard Park Phase III will be completed.

Water transportation will continue to be developed through programs in cooperation with Boston's Transportation Department, the Harborpark Advisory Committee, and relevant state agencies. To date, \$102.6 million has been invested in Boston's water transportation system, including 10,070 lineal feet of docking space. Guidelines for prototype docking facilities throughout the Harbor will be completed water transportation in FY 1989.

COMMUNITY ECONOMIC DEVELOPMENT

Community economic development policies and initiatives establish and revitalize neighborhood economies. Creating new economic opportunity in Boston's neighborhoods that does not threaten their residential character, and provides for the needs of the city's healthy economy, is central to the BRA's community economic development initiatives. In addition to affordable housing, neighborhood residents need access to good jobs, retail services, and cultural facilities. At the same time, commercial and institutional activity needs room to accommodate workers somewhere other than downtown, where rents are relatively higher and the impact of congestion is greater.

Parcel to Parcel linkage is a public land disposition policy that links the disposition of valuable parcels of publicly-owned downtown land to riskier sites in Boston neighborhoods. This concept of linkage is a new approach to public-private partnerships to build neighborhood economies, increase the supply of affordable housing, create new jobs, and fund community-based social services.

Parcel to Parcel Linkage Project 1, Kingston/Bedford-Parcel 18, has progressed to the selection of Metropolitan/Columbia Plaza Venture as the development team. In FY 1989, M/CPV will continue to work with the city, state, and Chinatown and Roxbury communities toward project financing, urban design, and community benefits, with a goal of final designation in this fiscal year.

Parcel to Parcel Linkage Project 2 links a mixed use development on the Park Square site with a project in the South End that includes affordable housing and transitional housing for homeless women with children. South Park Partnership and Pavilion Corporation have been selected to develop the neighborhood and downtown sites, respectively. This Project should receive final designation this fiscal year, with a goal of breaking ground on the South End site in the Summer of 1989.

The BRA uses the value created by development on the sites it owns to leverage community benefits including cultural arts. The Boston Shakespeare Company was tentatively designated co-developer of Parcel 6 in the Fenway. The BSC will join with a development entity to build housing on Parcel 6 which will help pay for construction of a theatre facility on the same site. The National Center for Afro-American Artists (NCAAA) has been tentatively designated co-developer of Parcel P-3 in Roxbury, in order to leverage redevelopment of buildings owned by the NCAAA into a performing arts center and school.

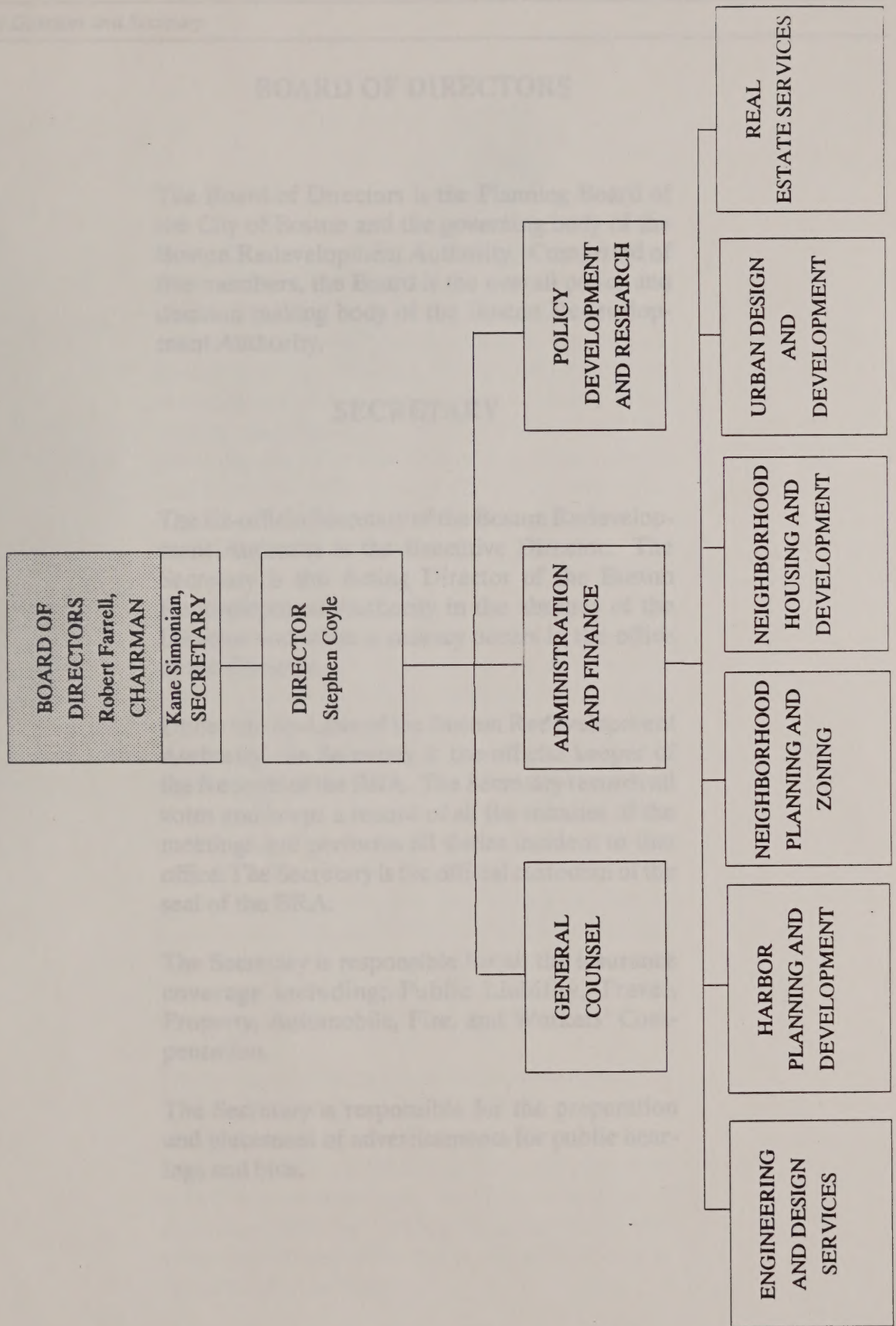
The BRA will make progress on several key initiatives in FY 1989, which will produce more housing, build neighborhood economies, and provide development opportunities for office, retail, hotel, and institutional uses.

Community-based masterplanning for the Southwest Corridor Parcel 18+ area will focus on providing more housing and anchoring a new secondary office economy in Roxbury. This masterplanning process will occur in concert with community rezoning efforts in Roxbury.

South Station air rights will be advertised for development including commercial use and parking.

A plan to expand the medical research economy will be developed. Neighborhoods adjacent to the downtown area, such as the Navy Yard, the South West Corridor, and South Station, where large parcels are available, will be evaluated as possible locations for expanding the health services economy.

Table of Organization



BOARD OF DIRECTORS

The Board of Directors is the Planning Board of the City of Boston and the governing body of the Boston Redevelopment Authority. Comprised of five members, the Board is the overall policy and decision making body of the Boston Redevelopment Authority.

SECRETARY

The Ex-officio Secretary of the Boston Redevelopment Authority is the Executive Director. The Secretary is the Acting Director of the Boston Redevelopment Authority in the absence of the Director and when a vacancy occurs in the office of the Director.

Under the By-Laws of the Boston Redevelopment Authority, the Secretary is the official keeper of the Records of the BRA. The Secretary records all votes and keeps a record of all the minutes of the meetings and performs all duties incident to that office. The Secretary is the official custodian of the seal of the BRA.

The Secretary is responsible for all the insurance coverage including; Public Liability, Travel, Property, Automobile, Fire, and Workers' Compensation.

The Secretary is responsible for the preparation and placement of advertisements for public hearings and bids.

DIRECTOR'S OFFICE

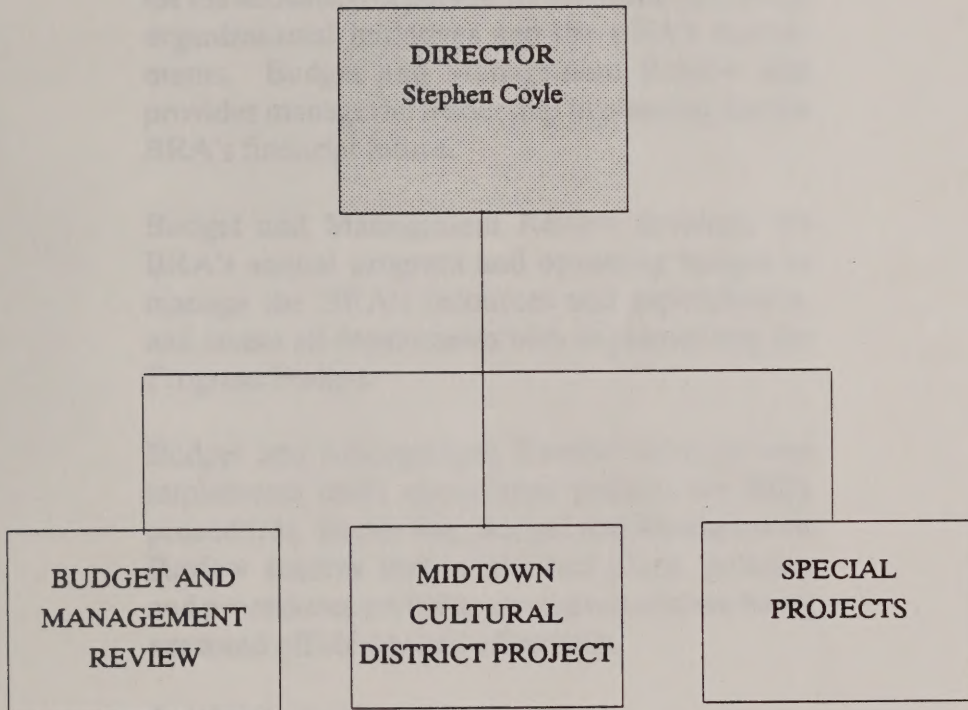
Under the direction of the Board, the Director's Office formulates planning and development policy to manage growth and improve the quality of life in the city. On an administrative level, the Director's Office coordinates key organizational initiatives with each department, is the BRA's liaison with the Mayor's Office, and maintains communications with the development community, neighborhood organizations, and the general public. The Director's office also manages staff activities and resource allocation, and coordinates special projects requiring the expertise of the BRA's several departments.

The Director's Office implements the leadership and executive management of the BRA's policies, programs, and specific projects to achieve the planning and development objectives of the city.

The Director's Office acts as a liaison to the BRA's departments to insure that the BRA's agenda is implemented. In addition, the Director's Office coordinates planning and development activities with the Mayor's Office, and other city and state agencies. Implementing the BRA's legislative agenda, including the TIF Bonding Bill, state reimbursement of BRA - funding projects and amendments to the Boston Zoning Enabling Act is also the responsibility of the Director's Office.

The Director's Office also acts to insure the orderly flow of information within the BRA. It is responsible for assuring timely responses to inquiries from the public on BRA activities and responses to requests for meetings. The Director's Office is also responsible for insuring the proper execution of the legal instruments by which the BRA acts, as delegated by the Board.

DIRECTOR'S OFFICE



DIRECTOR'S OFFICE

Budget and Management Review

Budget and Management Review is responsible for the allocation of personnel and resources to key organizational initiatives and the BRA's departments. Budget and Management Review also provides managerial leadership in planning for the BRA's financial future.

Budget and Management Review develops the BRA's annual program and operating budget to manage the BRA's resources and expenditures, and assists all departments with implementing the Program Budget.

Budget and Management Review develops and implements audit compliance policies for BRA procedures. In this way, Budget and Management Review ensures that established plans, policies, and procedures are being carried out and are being executed efficiently and effectively.

Special Projects

The Special Projects Department undertakes planning and project activities which require coordination of other BRA departments, and which inform the work of other departments. In particular, projects in which transportation issues predominate and planning for special areas that are assigned to this department. Accordingly, the department contains staff with special planning expertise in these areas, and manages contracts with transportation planning firms and other consultants to assist in these areas. The department draws on the staff of other departments as the planning activities or project review require.

Midtown Cultural District Project

The Midtown Cultural District Project division within the Director's Office is responsible for implementing the Midtown Cultural District Plan. BRA departments involved in the Midtown Cultural District Plan include Urban Design and Development, Neighborhood Housing and Development, Legal, Neighborhood Planning and Zoning, Policy Development and Research, and Engineering and Design Services. The Midtown Cultural District Project division coordinates the activities of these departments.

In addition, implementing the plan's recommendation requires a coordinate program of action by other city departments, the state, and substantial outreach efforts to the development community, neighborhood organizations, and the general public. The breadth of the plan's recommendations requires a central office that can oversee the activities necessary to implement the plan.

GENERAL COUNSEL

Mission

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The division must also manage outside counsel engaged in a specialized litigation. The General Counsel plays a major role in the management of legal matters undertaken by the BRA, in negotiating and reviewing financing documents for development projects, in developing policies, issued in part in accordance with state and federal laws, and in supervising the real estate appraisal process.

Main Functions

- Negotiate, prepare, review and issue transactions and financing documents for development projects.
- Provide advice, opinions and informal assistance to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel in cooperation with litigation brought by or against the BRA which requires specialized knowledge.
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend documents related to Chapter 93A projects and draft new 93A regulations.
- Approve BRA property for disposition.
- Advise on the requirements of the Development Code and its amendments with other BRA documents, including code amendments and a new zoning code that will be more based on legal issues.
- Facilitate the transfer to the City of Boston of all real estate and interests in real estate owned by the BRA.

GENERAL COUNSEL

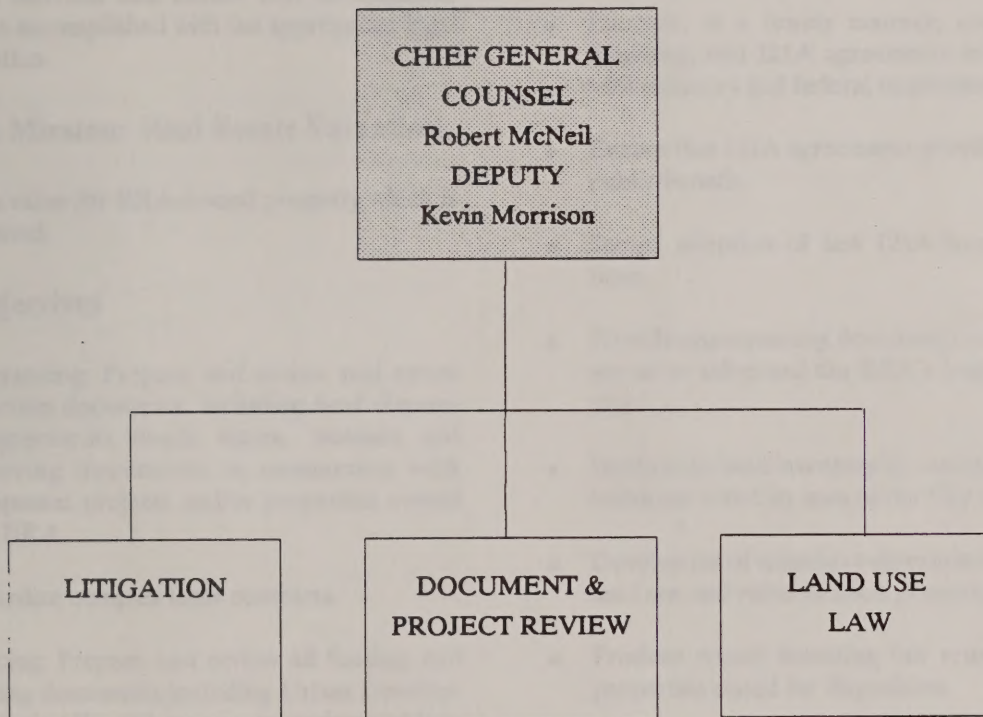
Mission

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in the conveyancing of land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects, in developing policies related to land use and zoning issues, and in supervising the real estate appraisal process.

Main Functions

- Negotiate, prepare, and review real estate transactions and financing documents for development projects.
- Provide written opinions and informal assistance to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel in connection with litigation brought by or against the BRA which requires specialized knowledge
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend agreements related to Chapter 121A projects and draft new 121A regulations.
- Appraise BRA property for disposition.
- Subject to the supervision of the Director's Office and in cooperation with other BRA departments, draft zoning code amendments and a new zoning code for the City; review land use legal issues.
- Facilitate the transfer to the City of Boston BRA-owned land and buildings which involve long term City uses.

GENERAL COUNSEL



Document and Project Review

Program Mission: Document and Project Review

Provide the BRA with legal services which safeguard the BRA's interests and ensure that development projects are accomplished with the appropriate legal documentation.

Program Mission: Real Estate Valuation

Establish a value for BRA-owned property which is being disposed.

FY89 Objectives

- **Conveyancing:** Prepare and review real estate transaction documents, including land disposition agreements, deeds, leases, licenses, and supporting documents in connection with development projects and/or properties owned by the BRA.
- Standardize complex lease contracts.
- **Financing:** Prepare and review all funding and financing documents including Urban Development Action Grant Agreements, project and loan agreements, and notes and mortgages related to development projects.
- **Chapter 121A:** Review applications for new projects or amendments to existing projects under 121A; negotiate and prepare related agreements including regulatory agreements and 6A contracts.
- Draft new 121A transfer regulations.
- Reduce the BRA's land inventory by working with the Real Estate Services Department to transfer to the City of Boston land and buildings for which the City has long term municipal uses.

- Determine fair reuse value (disposition price) for property which is being disposed.

Performance Criteria

- Execute, in a timely manner, conveyancing, financing, and 121A agreements in accordance with statutory and federal requirements.
- Ensure that 121A agreements provide maximum public benefit.
- Secure adoption of new 121A transfer regulations.
- Provide conveyancing documents in such a manner as to safeguard the BRA's long-term interests.
- Reduce the land inventory by conveying land and buildings with City uses to the City of Boston.
- Develop list of criteria to determine appropriate land use and value of BRA property.
- Produce report itemizing fair reuse values for properties slated for disposition.

Litigation

Program Mission

Represent the BRA in litigation and protect the BRA's interests in these matters.

FY89 Objectives

- Represent the BRA in litigation actions, personal and property damages claims, eminent domain cases, actions brought by or against the BRA in connection with development projects, and actions related to 121A projects.
- Settle or dispose of eminent domain and other monetary damage cases.
- Reduce outside legal costs through the control of service costs and the internalizing of additional legal services.

Performance Criteria

- Retain and supervise outside counsel to represent the BRA in major litigation cases. Report on outcomes to Director and Board.
- Reduce outside legal costs and develop internal capabilities to deliver similar services.
- Settle or dispose of eminent domain cases and other monetary damage cases.

Land Use Law

Program Mission

Provide legal assistance and advice in the implementation of land use policy through zoning code revision and development review

FY89 Objectives

- Provide legal assistance and advice to various departments in connection with development and adoption of the following:
 - Neighborhood Interim Planning Overlay Districts
 - Neighborhood District Zoning Plans
 - Downtown District Zoning and Master Plans
- Provide legal assistance to Urban Design and Development in connection with development review procedures.
- Provide legal assistance and advice in connection with development and adoption of technical amendments to the existing zoning code, correcting inconsistencies, ambiguities, and inadequacies.
- Provide legal assistance and advice in determination of structure for new amended zoning code.

Performance Criteria

- Produce memoranda to advise staff on legal issues related to land use, planning and zoning issues.
- Draft interim zoning amendments for Jamaica Plain, West Roxbury, Charlestown, Fort Point Channel, Hyde Park Avenue, and Fenway neighborhoods.
- Draft permanent zoning amendments and master plans for the following:
 - Midtown Cultural District
 - Chinatown Neighborhood District
 - South Station/Leather District
 - Cambridge Street/Bulfinch Triangle/North Station/Government Center District
 - Financial District
 - Massachusetts Avenue
 - Harborpark
- Complete revision of Development Review Procedures.
- Complete technical amendments to the existing zoning code.
- Draft Charlestown Navy Yard Master Plan.
- Finalize structure for new amended zoning code and complete amendments to existing provisions to conform to structure.

ADMINISTRATION AND FINANCE

Mission

The Administration and Finance Department manages the UNIA's financial records and provides budget, personnel, purchasing and administrative support services to all departments.

Main Functions

- Manage the financial records of the UNIA.
- Develop and implement human resources policies and procedures, and coordinate training programs.
- Manage the budget and financial performance of all departments.
- Develop and implement administrative policies and procedures, and coordinate the day-to-day operations of the UNIA.
- Provide staff support in budgeting and purchasing, and coordinate the day-to-day operations of the UNIA.
- Develop the UNIA's human resources policies and procedures, and coordinate the day-to-day operations of the UNIA.
- Develop and implement the UNIA's financial management program.

ADMINISTRATION AND FINANCE

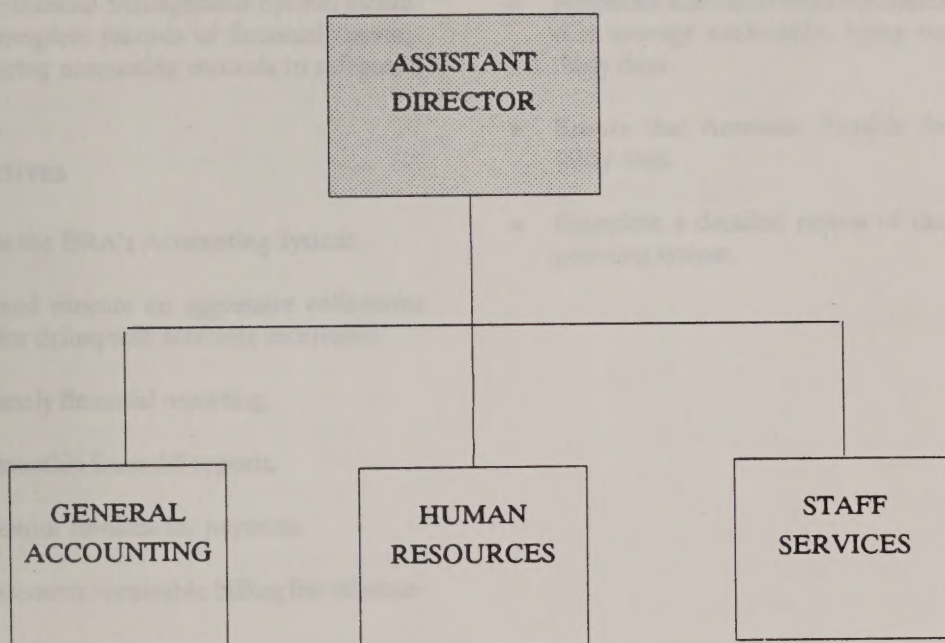
Mission

The Administration and Finance Department maintains the BRA's financial records and provides human resources, purchasing and administrative support services to all departments.

Main Functions

- Maintain the financial records of the BRA.
- Develop and implement human resources policies and procedures, and employee training programs .
- Monitor affirmative action performance for all contracts.
- Develop and implement administrative policies and procedures that increase efficiency in the day-to-day operations of the BRA.
- Provide staff support, including word processing, photocopying, switchboard, messenger and graphics services.
- Expand the use of the Micro Vax as the center of an interactive management information system.
- Implement the Minority and Women Business Enterprise Program.

ADMINISTRATION AND FINANCE



General Accounting

Program Mission

Maintain the Financial Management System including keeping complete records of financial transactions and ensuring accounting controls to safeguard assets.

FY89 Objectives

- Streamline the BRA's Accounting System.
- Develop and execute an aggressive collections program for delinquent accounts receivable.
- Provide timely financial reporting.
- Produce monthly financial reports.
- Process vendor invoices for payment.
- Prepare accounts receivable billing for reimbursement.

Performance Criteria

- Automate accounts receivable system and ensure that average receivables aging remains under thirty days.
- Ensure that Accounts Payable do not exceed thirty days.
- Complete a detailed review of the existing accounting system.

Human Resources

Program Mission

Provide human resource services needed to implement organizational goals including: monitoring contract compliance, recruitment and employee retention programs; performance appraisal and compensation/benefit review; revision of personnel policies; and employee management, training and orientation programs.

FY89 Objectives

- Implement the Boston Redevelopment Authority's Affirmative Action Plan
- Refine the Employee Assistance Program
- Provide computer training to employees
- Revise and improve the new employee orientation program
- Implement retirement preparation program
- Implement a performance review system
- Produce a Human Resources Procedures Manual
- Prepare a workforce analysis and a promotional ladder
- Update administration and monitoring of contract compliance
- Produce an Employee's Handbook
- Prepare staff services guide in cooperation with the Staff Services personnel to be used in orienting employees as to available services.
- Prepare a revised Personnel Policy

Performance Criteria

- Achieve a 30% minority composition of the workforce
- Stress recruitment, placement and promotion of women and minorities in management positions
- Determine goals for achieving parity in the workforce for handicapped people and Vietnam-era veterans
- Train supervisors in making referrals
- Train staff on stress management
- Implement programs on substance abuse and health issues
- Provide on-site contract monitoring in compliance with the Mayor's Executive Order on Minority and Women Business Enterprises.
- Determine appropriate computer training courses and schedule training sessions.
- Design and produce employee orientation materials including benefits brochure and slide show.
- Establish a performance review.
- Update job descriptions.
- Research comparable exchange programs.
- Obtain Board approval of personnel policies.

Staff Services

Program Mission

Provide the office support services needed to execute effectively the BRA's programs, including: computerized management information; purchasing, central word processing, photocopying, mail distribution, messenger services, and switchboard. Utilize the BRA's computer resources to support development, analysis, research, and general office functions.

FY89 Objectives

- Upgrade word processing systems to meet the needs of the BRA.
- Revise staff services policies and produce a staff services handbook.
- Complete the computerization of the purchasing system.
- Develop and implement control systems for photocopying and supply distribution to increase efficiency and reduce costs.
- Upgrade the BRA's telephone system to interconnect all offices.
- Safeguard the BRA's records and documents.
- Support the following systems on the BRA's MicroVAX and personal computers:
 - Financial Management
 - Program Budget/Time Management
 - Property Management and Real Estate Inventory
 - Purchasing
 - Personal Property Inventory
- Connect all site offices to the new MicroVAX and develop computer mail system.

Performance Criteria

- Install new word processing system.
- Implement an internal control system for photocopying and supply distribution.
- Prepare staff services guide, "Overview of Available Services" in cooperation with the Human Resources staff to be used in orienting employees as to available services.
- Complete automation of purchasing system.
- Establish communications network, including installation of Information Systems Network (ISN) to interconnect all BRA offices.
- Maintain the BRA's inventory of PCs and provide technical support to PC users.

POLICY DEVELOPMENT AND RESEARCH

Mission

The Policy Development and Research Department conducts analytic research on Boston's economy to provide the basis for policy recommendations on planning development matters. The Department collects, analyzes and provides information and projections on demographic and market trends including: population, employment, office and home-based trends, services and manufacturing potential, housing needs, private development initiatives, and public investment opportunities.

Main Functions

- Provide analytic information on the structure and composition of Boston, including neighborhood profiles and potential projections of the office market and the distribution of services and manufacturing.
- Research Boston's housing needs, the job market and transportation development to provide the demographic, housing and market analysis necessary to formulate long-term planning objectives.
- Respond to public inquiries, prepare economic, demographic and related analysis for neighborhood planning projects.
- Publish economic reports books and journals to aid the business and planning and development sectors.
- Organize a first class library supportive of the Boston Redevelopment Authority's planning and development role.

POLICY DEVELOPMENT AND RESEARCH

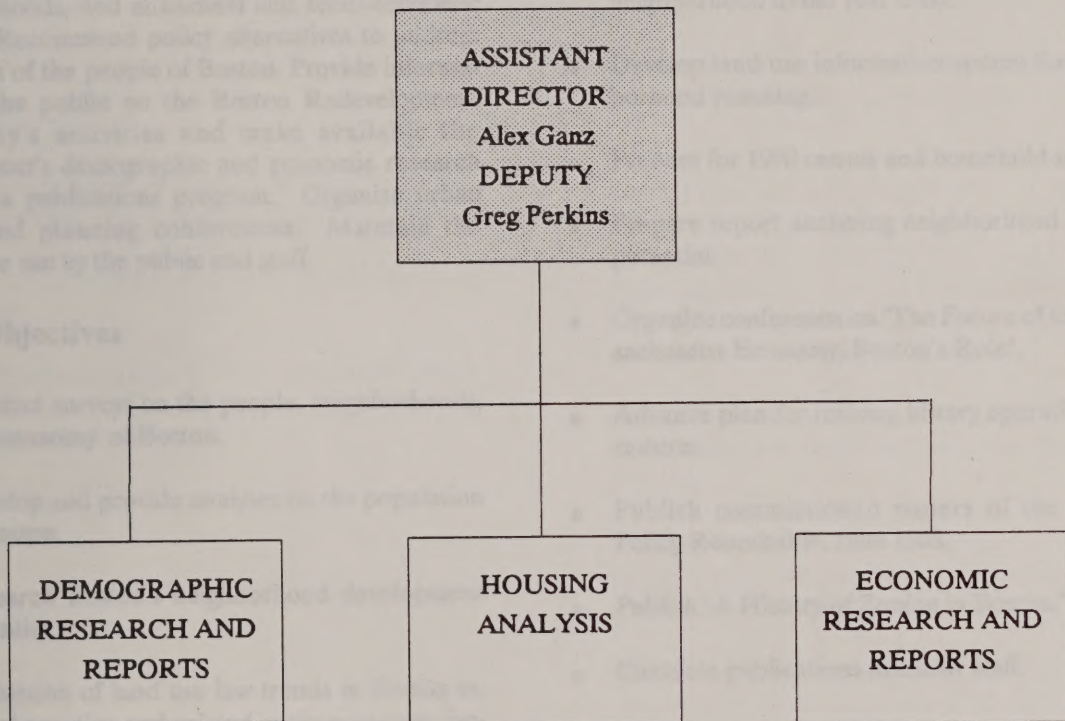
Mission

The Policy Development and Research Department conducts analytic research on Boston's economy to provide the basis for policy recommendations on planning development matters. The Department collects, analyzes and provides information and projections on demographic and market trends including: population, employment, office and hotel market trends; services and manufacturing potential; housing needs; private development initiatives, and public investment opportunities.

Main Functions

- Provide analytic information on the economy and population of Boston, including neighborhood profiles and quarterly projections of the office market and the potential for services and manufacturing.
- Research Boston's housing needs, market conditions, and neighborhood development potential to provide the demographic, housing, and market analyses necessary to formulate long-term planning objectives.
- Respond to public inquiries, prepare economic, demographic and related analysis for neighborhood planning purposes.
- Publish economic reports, books and journals; hold conferences on planning and development issues.
- Organize a first class library supportive of the Boston Redevelopment Authority's planning and development role.

POLICY DEVELOPMENT AND RESEARCH



Demographic Research and Reports

Program Mission

Survey, research, analyze, and report on population, neighborhoods, and attitudinal and socio-economic trends. Recommend policy alternatives to address the needs of the people of Boston. Provide information to the public on the Boston Redevelopment Authority's activities and make available the Department's demographic and economic research through a publications program. Organize urban policy and planning conferences. Maintain the library for use by the public and staff.

FY89 Objectives

- Conduct surveys on the people, neighborhoods, and economy of Boston.
- Develop and provide analyses on the population of Boston.
- Research Boston's neighborhood development potential.
- Evaluation of land use law trends in Boston vs. actual practice and related socio-economic factors.
- Publish research reports, organize conferences on urban policy and planning, and respond to public inquiries.
- Design news publications or journals to inform the public on matters related to planning and development activities and public policy.
- Revise and implement library operating procedures.

Performance Criteria

- Prepare population estimates and projections by neighborhood to the year 2000.
- Develop land use information system for neighborhood planning.
- Prepare for 1990 census and household survey.
- Prepare report analyzing neighborhood growth potential.
- Organize conference on "The Future of the Massachusetts Economy; Boston's Role".
- Advance plan for revising library operating procedures.
- Publish commissioned papers of the Urban Policy Roundtable, June 1988.
- Publish "A History of Zoning in Boston."
- Circulate publications to senior staff.
- Publish a periodic scholarly journal.

Economic Housing Analysis Reports

Program Mission

Perform analytic research and prepare reports on housing trends, and recommend policy alternatives to promote the development of affordable housing.

FY89 Objectives

- Perform research on Boston's housing needs and development potential in relation to land use.
- Analyze and project trends in the housing market.
- Analyze the potential for City, State, and Federal programs to encourage affordable housing development in the city.

Performance Criteria

- Analyze the potential for mutual and cooperative housing.
- Analyze the characteristics of households to be accommodated by housing programs.
- Project housing requirements and analyze development potential city-wide.
- Analyze the use of City, State, and Federal programs as well as non-profit organizations and related financing strategies to promote the production of affordable housing.
- Analyze condominium conversions and the characteristics of those displaced and those who move in.
- Project housing development potential in relation to vacant and underutilized land and structures by neighborhood.
- Monitor production and growth in housing stock and vacancy rates, and trends in income and financing feasibility.

Economic Research and Reports

Program Mission

Perform analytic research on Boston's economy, including its future prospects and potential, and recommend policy alternatives that will foster economic growth.

FY89 Objectives

- Conduct in-depth analysis and projection of employment and market trends in the Boston economy.
- Conduct in-depth market analysis and projection of Boston's hotel, office industry, services activities and the potential for manufacturing, retail trade, convention center, and research and development.
- Identify public development opportunities and potential for private development activities to strengthen Boston's economy.
- Report on the potential for hi-tech manufacturing.
- Prepare report on Roxbury's economic development related to Parcel to Parcel Linkage, and medical industry and hi-tech potential in the Newmarket-Roxbury Longwood Medical area belt (EDA grant required).
- Prepare report on the demand for services sector activities.
- Analyze the impact of national and world economic growth, international trade, capital flows, and migration impacts on Boston.
- Undertake study of "The Future of the Massachusetts Economy: Boston's Role".
- Update report on neighborhood business patterns.
- Produce preliminary comparison and match-up of city-wide (top-down) and neighborhood based (bottom-up) projections of the Boston economy and the future of its neighborhoods.

Performance Criteria

- Publish quarterly office market updates, absorption, vacancy rates, and related projections.
- Review and project demand for office space through the year 2000.
- Project employment trends, occupational composition, and educational and training requirements of Boston's labor force.
- Report findings of hotel and convention center industry survey.
- Report preliminary findings of health and medical economy potential for medical research industrial development spin-off and the potential for high-tech manufacturing.
- Produce preliminary draft of long-term projections of the Boston economy.
- Produce preliminary projections of land-use goals.
- Prepare long-term planning projections as a guide for land use management.
- Report on Boston's future manufacturing industry.

ENGINEERING AND DESIGN SERVICES

Mission

The Engineering and Design Services Department provides technical expertise in the BRA in the areas of engineering, design, computer graphics, mapping and modelling services, and environmental and transportation review. The Department assists in the preparation, execution, and supervision of contracts for public improvement projects, and provides technical review services on development proposals. The Department manages the BRA's capital projects, and is responsible for Navy Yard master planning and design review.

Main Functions

- Review development proposals and assess plans for significant traffic and environmental impacts.
- Prepare BRA's Annual Capital Plan.
- Prepare bid documents and contracts for public work projects.
- Maintain and update the inventory of city maps and models.
- Conduct master planning and design review for the Charleston Navy Yard in cooperation with Harbor Planning and Development.
- Monitor the Port of Charleston development programs as to their infrastructure consequences and appropriate mitigation measures.
- Monitor the Third Harbor Tunnel and Central Artery Expressway projects as to their infrastructure consequences and appropriate mitigation measures.

ENGINEERING AND DESIGN SERVICES

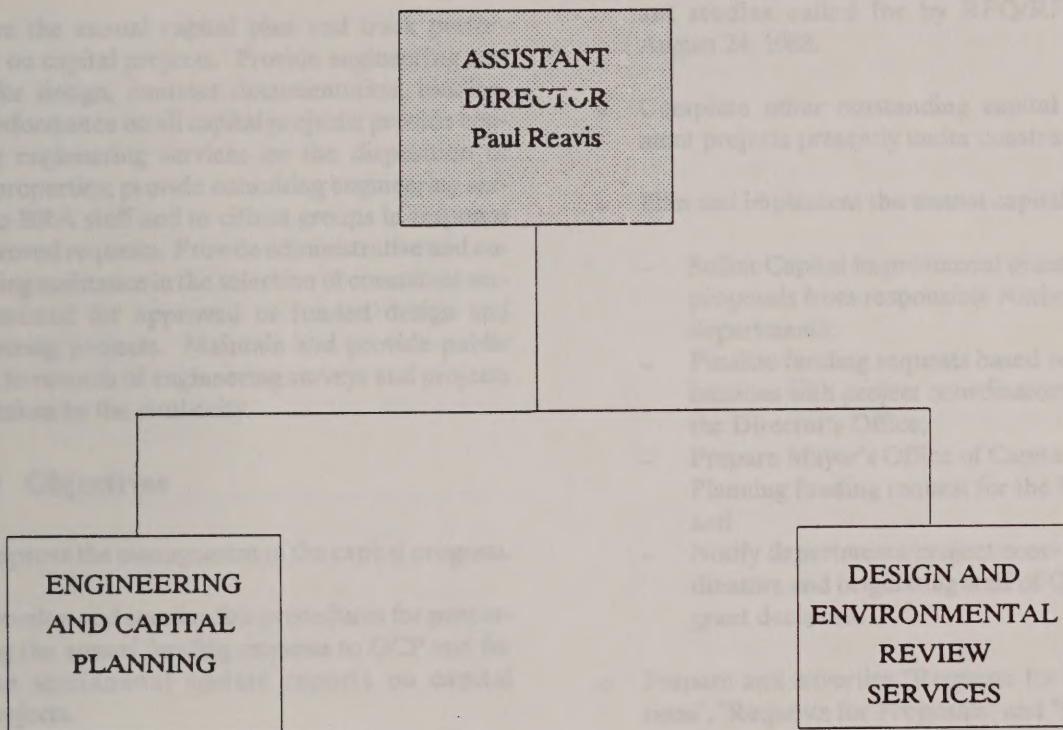
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Main Functions

- Review development proposals and access plans for significant traffic and environmental impacts.
- Prepare BRA's Annual Capital Plan.
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- Maintain and update the inventory of city maps and models.
- Conduct master planning and design review for the Charlestown Navy Yard in conjunction with Harbor Planning and Development.
- Monitor the Fort Point Channel development programs as to their infrastructure consequences and appropriate mitigation measures.
- Monitor the Third Harbor Tunnel and Central Artery Depression projects as to their infrastructure consequences and appropriate mitigation measures.

ENGINEERING AND DESIGN SERVICES



Engineering and Capital Planning

Program Mission

Prepare the annual capital plan and track performance on capital projects. Provide engineering services for design, contract documentation, bidding, and performance on all capital projects; provide consulting engineering services on the disposition of BRA properties; provide consulting engineering services to BRA staff and to citizen groups in response to approved requests. Provide administrative and engineering assistance in the selection of consultant services related for approved or funded design and engineering projects. Maintain and provide public access to records of engineering surveys and projects undertaken by the Authority.

FY89 Objectives

- Improve the management of the capital program.
- Develop and standardize procedures for preparing the annual funding requests to OCP and for the semiannual update reports on capital projects.
- Decrease the time between funding approval and implementation of capital projects.
- Advance the implementation of the South Station air rights project.
- Refine the program for advertising and reviewing Requests for Qualifications and/or Proposals from Boston consulting engineers and design firms.
- Review engineering aspects of development proposals on Boston Harbor wharfs.
- Improve communications between engineers and project coordinators from other Authority departments working on Capital Improvement or Engineering related projects.
- Complete Copley Square.
- Complete Long Wharf Phase I. Review engineering aspects of Phase II. Manage consultant studies called for by RFQ/RFP issued August 24, 1988.
- Complete other outstanding capital improvement projects presently under construction.
- Plan and implement the annual capital plan:
 - Solicit Capital Improvement grant proposals from responsible Authority departments;
 - Finalize funding requests based on discussions with project coordinators and the Director's Office;
 - Prepare Mayor's Office of Capital Planning funding request for the BRA; and
 - Notify departments/project coordinators and originating staff of OCP grant decisions.
- Prepare and advertise "Requests for Qualifications", "Requests for Proposals" and "Memoranda of Agreement" as needed to carry out capital projects.
- Prepare and distribute semiannual reports on the implementation of all capital projects.
- Provide engineering input and cost projects related to capital improvement projects.
- Review engineering aspects of capital improvements planned under consultant contracts. Enforce, charge, or close out contracts as required.
- Review engineering aspects of development projects upon request by Authority staff.
- Inspect projects and provide certificates of completion as required.

Design and Environmental Review Services

Program Mission

Provide comprehensive mapping and model making services to BRA staff and other City departments. Maintain computerized mapping data base. Maintain archives of project drawings, photographs, mapping documents, and inactive models.

Provide design review services for selected development projects within the city. Prepare comprehensive analysis and Master Plan for the Charlestown Navy Yard. Review all proposed projects in the Navy Yard for conformity with the Master Plan and Rehabilitation Guidelines. Prepare development alternatives that complement the historic district and harbor pier development.

Conduct or coordinate comprehensive review of the environmental and infrastructure impacts of all downtown projects, and any other project for which an "Environmental Impact Review" or a "Development Impact Project Plan" submission, or a PNF scoping memorandum, is required. Assist in planning studies for which impact assessments are required.

FY89 Objectives

- Coordinate Navy Yard development with the Harbor Planning and Development (HPD) departments including ongoing design review of all outstanding Navy Yard projects.
- Continue to engage the Charlestown community in the development of the Navy Yard Master Plan, including transportation and signage as special studies.
- Encourage the creation of affordable and market rate housing and open space and public amenities in the Navy Yard.
- Work with HPD to develop a retail concept for the Navy Yard.
- Complete construction of Shipyard Park Phase III. Develop Shipyard Park Phase IV program.
- Ensure that Navy Yard development meets all environmental standards set by city and state agencies.
- Review engineering aspects and public improvement impacts of development proposals.
- Work with selected redeveloper of U.S. Custom House to achieve a successful and historically appropriate rehabilitation.
- Complete design review of selected Boston projects, including Edison substation No. 12, 75 State, and 101 Arch.
- Assist Harbor Planning and Development (HPD) department in the review of development proposals (e.g., Tudor Wharf, Central Wharf).
- Develop a computerized mapping facility that is more accessible to BRA staff and expand the computerized mapping data base.
- Inventory materials in the archive and develop a retrieval system.
- Assist other departments in the preparation of zoning and Special District maps and studies.
- Update, expand, and complete the downtown models for use by the BRA and other city departments.
- Refine the review process for determining each project's impact on its environment, with particular attention to wind, shadows, and light, historic context, and infrastructure.
- Improve the exchange of environmental information between the BRA and other agencies, especially the City Environment Department.

- Monitor the Third Harbor Tunnel and Central Artery Depression programs in order to assure that they have the most beneficial effects on the City and its infrastructure.

Performance Criteria

- Prepare a revised Master Plan for the Charlestown Navy Yard in conjunction with HPD and Harborpark with special elements on signage, transportation, and retail development.
- Oversee the completion of the Shipyard Park Phase III improvements in Dry Dock Two. Work with community to develop detailed program and funding source for proposed Shipyard Park Phase IV.
- Complete review of proposed housing project submissions for:
 - Building 104 rehabilitation
 - Building 197 reconstruction and reuse
 - Parcel 4
 - Pier 5
 - Bricklayers' II Affordable Housing
 - Building 150
 - Parcel 39A
- Complete review of proposed commercial project submissions for:
 - Building P
 - Building 75
 - Building 105
 - Building 108
 - Building 199
 - Pier 9 Marina
- Identify environmental issues in Navy Yard developments and propose appropriate mitigation measures.
- Establish and carry out a schedule for updating maps.
- Create an archive facility and make an archive catalog available.
- Develop PC-based CADD system, mapping, design review and report production capabilities.
- Contract for aerial photography services to update base maps.
- Complete the "Northern Crescent" model, which incorporates sections of Charlestown, Government Center and Downtown.
- Perform design reviews in a manner that meets the specific performance criteria of each specific development program, consistent with public policy issues.
- Complete the "Northern Crescent" District Plan.
- Perform environmental and infrastructure reviews in a manner that meets the specific performance criteria of each development review.
- Develop a format for "scoping" sessions. Prepare scoping memoranda for PNF submissions.
- Develop a plan for improving the exchange of environmental information between the BRA and other agencies.

HARBOR PLANNING AND DEVELOPMENT

Mission

The Harbor Planning and Development Department creates and coordinates programs to promote balanced growth and public access along Boston's waterfront. The Harborpark plan emphasizes water transit, public parks, area master plans and public access. Special projects which this Department plans and implements include, but are not limited to, Harborwalk, Long Wharf, the Harborpark zoning and the development of the Charlestown Navy Yard. This Department coordinates community participation with neighborhood groups and the Harborpark Advisory Committee.

Main Functions

- Promote development of the Charlestown Navy Yard by expediting approved projects and coordinating the Navy Yard build-out program in accordance with a community approved master plan.
- Plan and coordinate the development of Boston's waterfront in a manner which guarantees maximum public access to the water's edge.
- Promote opportunities for affordable housing along the waterfront.
- Continue the development of Harborwalk to provide public access to and along the waterfront.
- Conduct regular meetings with the Harborpark Advisory Committee, Neighborhood Councils and Planning and Zoning Advisory Committee to foster and obtain community input.
- Plan and coordinate the planning efforts for the Harborpark Area Planning Overlay District.

HARBOR PLANNING AND DEVELOPMENT

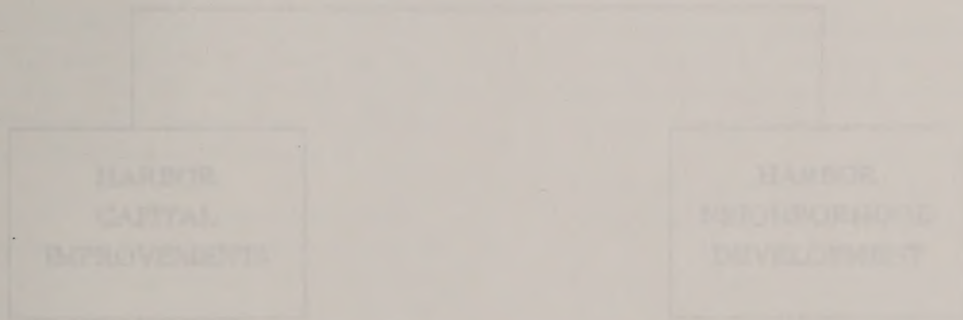
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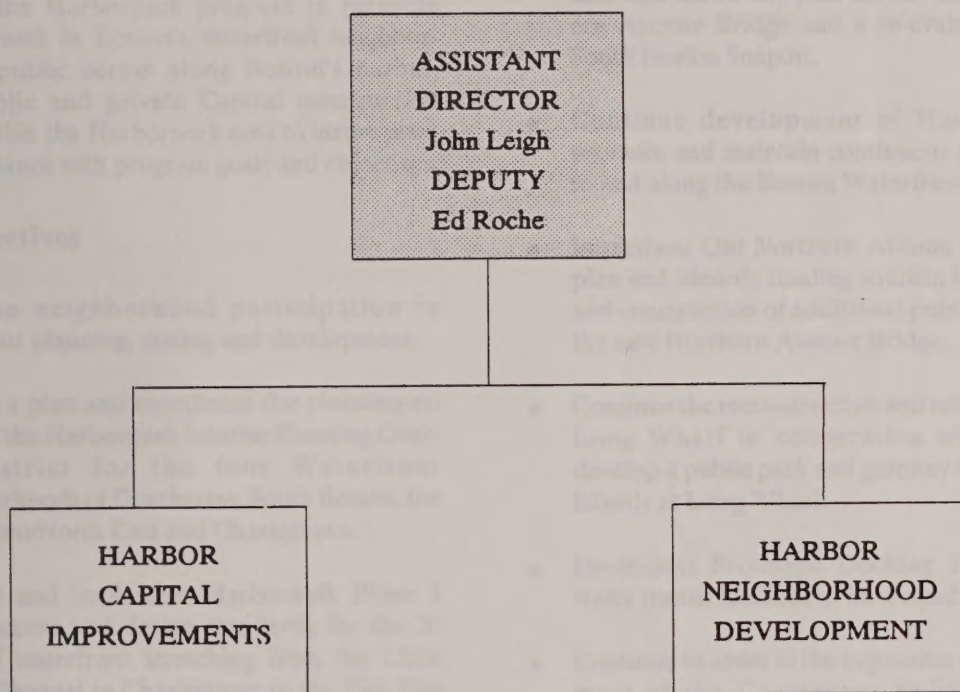
Main Functions

- Promote development of the Charlestown Navy Yard by expediting approved projects and coordinating the Navy Yard build-out program in accordance with a community approved master plan.
- Plan and coordinate the development of Boston's waterfront in a manner which guarantees significant public access to the water's edge.
- Promote opportunities for affordable housing along the waterfront.
- Continue the development of Harborwalk to provide public access to and along the waterfront.
- Conduct regular meetings with the Harborpark Advisory Committee, Neighborhood Councils and Planning and Zoning Advisory Committees to foster and obtain community input.
- Plan and coordinate the planning efforts for the Harborpark Interim Planning Overlay District.

- Administer and/or assist in the development and implementation of master plans for districts within the Harborpark area such as Ft. Pt. Channel and the CNY.
- Foster development of a water transportation system in cooperation with the Boston Transportation Department and other public agencies.
- Establish a continuing design studio at the CNY with the Boston Architectural Center to involve students in BRA projects and programs.
- Coordinate the planning and development of the four City of Boston Harbor Islands.
- Coordinate the planning and development of the Neponset, Chelsea, Mystic and Charles rivers.



HARBOR PLANNING AND DEVELOPMENT



Harbor Capital Improvements

Program Mission

Implement the Harborpark program to promote balanced growth in Boston's waterfront neighborhoods and public access along Boston's harbor. Manage public and private Capital construction programs within the Harborpark area to insure maximum compliance with program goals and objectives.

FY89 Objectives

- Increase neighborhood participation in waterfront planning, zoning and development.
- Prepare a plan and coordinate the planning efforts for the Harborpark Interim Planning Overlay District for the four Waterfront Neighborhoods of Dorchester, South Boston, the Downtown/North End and Charlestown.
- Develop and implement Harborwalk Phase 1 public access and design standards for the 20 miles of waterfront stretching from the Little Mystic Channel in Charlestown to the Fish Pier in South Boston.
- Develop Harborwalk public access and design standards for Harborwalk Phases 2, 3 and 4 for 55 miles City waterfront.
 - Phase 2; East Boston and the Dorchester Bay Beaches along with those portions of Charlestown and South Boston which are beyond the phase 1 project; 25 miles of harbor waterfront.
 - Phase 3; the City owned Harbor Islands; Long, Spectacle, Moon, and Rainsford; 8.5 miles of waterfront.
 - Phase 4; along the Chelsea, Mystic, Charles and Neponset Rivers; 23 miles of riverfront
- Coordinate public review of the Boston Harbor Pier Study and implement where feasible.
- Participate in the Fort Point Channel area planning process with a focus on pedestrian oriented uses and the re-use plan for the existing Northern Avenue Bridge and a re-evaluation of the South Boston Seaport.
- Continue development of Harborwalk to promote and maintain continuous public access to and along the Boston Waterfront.
- Implement Old Northern Avenue Bridge reuse plan and identify funding sources for the design and construction of additional public benefits on the new Northern Avenue Bridge.
- Continue the reconstruction and rehabilitation of Long Wharf in cooperation with DEM to develop a public park and gateway to the Harbor Islands at Long Wharf.
- Implement Prototype Docking Standards for water transit facilities in an around the harbor.
- Continue to assist in the expansion and improvement of the Courageous Sailing Center to provide maximum benefit to the youth of Boston.
- Work with the MWRA to assure the maximum benefits to the Harborpark neighborhoods from its Boston Harbor Clean-Up Program.
- Develop and implement programs in cooperation with the City's Transportation Department and relevant State agencies for a water transportation system in Boston Harbor.

Performance Criteria

- Schedule regular meetings with the Harborpark Advisory Committee, Neighborhood Councils, and Planning and Zoning Advisory Committees to discuss waterfront planning issues.
- Work in conjunction with the department of Neighborhood Planning and Zoning and with af-

affected communities complete the following activities on the Harborpark Zoning:

- Establish rezoning objectives for each of the Harborpark neighborhoods and zoning subdistricts.
- Establish specific land use objectives, desired densities, and uses for subdistricts and parcels.
- Complete permanent zoning proposal for final public review and adoption by March 1989.
- Publish development guidelines and standards for the 20 mile Phase 1 segment of Harborwalk, in the area from the Little Mystic Channel in Charlestown to Fish Pier in South Boston.
- Publish specific plans and construction documents for public elements of the Harborwalk.
- Establish all-day, year-round Navy Yard water shuttle service and promote water transportation throughout the Harbor.
- Complete construction of Long Wharf, Phase I.
- Prepare construction documents for Phase II of Long Wharf
- Complete Harbor Towers link to Harborwalk.
- Complete construction of Shipyard Park Phase III at CNY.
- Identify funding sources necessary to proceed with Phase IV of Shipyard Park including reconstruction of Pier 3.

Harbor Neighborhood Development

Program Mission

Manage the comprehensive review of all private development projects in Harborpark neighborhoods to ensure maximum public benefit and compliance with planning and zoning policies. Complete approved development projects and continue planning efforts for the Navy Yard Master Plan as a component of the Charlestown Community Plan.

FY89 Objectives

- Coordinate the master planning and development of the Navy Yard with planning activities for the overall Charlestown community.
- Achieve the adoption of a new Master Plan for the Navy Yard which will expedite development with a specific focus on increasing the production of affordable housing.
- Encourage rapid disposition and development of Navy Yard parcels in a manner consistent with the build-out program of the Navy Yard.
- Increase neighborhood access to the benefits of the development of the CNY including: Financial Contributions to the community, job creation, and the development of affordable housing and neighborhood linkage efforts.
- Complete new public open spaces in the Charlestown Navy Yard and expand the recreational complex at Shipyard Park.
- Develop an internal transportation system for the Charlestown Navy Yard and increase public transit service to the Navy Yard.
- Coordinate the BRA's review of Downtown and North End Waterfront developments.
- Provide technical assistance to the Harborpark Advisory Committee in their review of Harborpark projects and issues.
- Complete disposition of Charlestown neighborhood parcels for housing creation.
- Review environmental impact studies of Harborpark projects.
- Assist the North End Housing Corporation with the production of affordable housing in the North End.

Performance Criteria

- Complete the Master Plan approval process by obtaining relevant agency approvals.
- Design and obtain financing for 60 units of affordable housing at Building 104.
- Design and obtain construction on 50 units of affordable housing on Parcel 4A.
- Develop and issue kits for the development of 150 units of affordable housing at Parcels 7A and 7B.
- Begin construction on commercial projects at Buildings 75 and 105.
- Develop and implement Navy Yard interior transportation system and complete public improvements in Gate 5 area.
- Establish MBTA or other public transit for the Navy Yard.
- Review community employment record required by DIPP Agreements with developers and tenants of Buildings 38, 34, 33, 39, 149, and 199.
- Design and install Navy Yard signage system.
- Add 200,000 square feet of commercial space to the existing stock of 1,000,000 square feet of commercial space in the Yard.

- Expand Harborwalk area through completion of public improvements at Building 197 and the expansion of the Courageous Sailing Center.
- Establish child care facility in the Navy Yard.
- Work with the Engineering and Design Services Department to finalize design review on Pier 5, Buildings 104, 105, and 96, and start construction on Buildings 104, 105, 96 and on Parcel 4A.
- Assist in the completion of the Fort Point Channel Master Plan
- Monitor compliance with zoning regulations to ensure Harborpark objectives are met and to maximize the public benefits of waterfront developments.
- Attend all meetings of the Harborpark Advisory Committee; arrange for presentations by private and public developers and BRA staff as appropriate.
- Complete disposition of all Charlestown housing parcels.
- Identify sites in the North End for affordable housing development and secure linkage contributions for the production of affordable housing in the North End.
- Finalize tentative designation of Lewis Wharf.
- Complete RFP for Sargent's Wharf.
- Implement approved development program for Sargent's Wharf.
- Coordinate with Urban Design and Development the reviews of the Tudor and Battery Wharves development proposals.

NEIGHBORHOOD PLANNING AND ZONING

Mission

The Neighborhood Planning and Zoning Department coordinates planning and zoning activities for the neighborhoods of Boston and coordinates the public review process and responds to public inquiries regarding zoning. Specific neighborhood planning initiatives include developing interim and final zoning and coordinating master planning and special neighborhood zoning studies. The Department advises Board of Appeal applications and recommendations regarding the Boston Redevelopment Authority Board. NPZ is the liaison to and provides staff assistance for the Zoning Commission.

Main Functions

- Develop and coordinate land use policies in the neighborhoods.
- Coordinate the interim planning and master planning for each neighborhood.
- Coordinate special neighborhood zoning studies and master plans.
- Review and advise planning recommendations for Board of Appeal applications.
- Recommend and implement zoning code and use amendments.
- Staff and advise the Zoning Commission.

NEIGHBORHOOD PLANNING AND ZONING

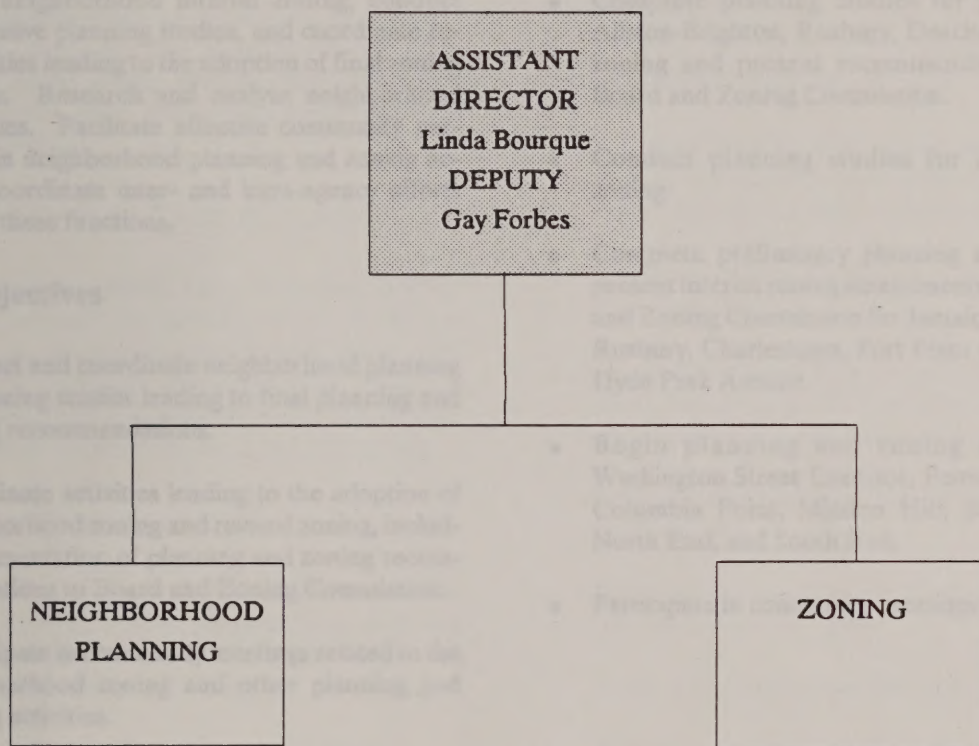
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Main Functions

- Develop and implement land use policies in the neighborhoods.
- Coordinate the interim planning and rezoning process for each neighborhood.
- Coordinate special neighborhood zoning studies and masterplans.
- Review and make planning recommendations for Board of Appeal applications.
- Recommend and implement zoning code and map amendments.
- Staff and advise the Zoning Commission.

NEIGHBORHOOD PLANNING AND ZONING



Neighborhood Planning

Program Mission

Establish neighborhood interim zoning, conduct comprehensive planning studies, and coordinate related activities leading to the adoption of final zoning regulations. Research and analyze neighborhood zoning issues. Facilitate effective community participation in neighborhood planning and zoning activities. Coordinate inter- and intra-agency efforts relating to these functions.

FY89 Objectives

- Conduct and coordinate neighborhood planning and zoning studies leading to final planning and zoning recommendations.
- Coordinate activities leading to the adoption of neighborhood zoning and revised zoning, including presentation of planning and zoning recommendations to Board and Zoning Commission.
- Participate in community meetings related to the neighborhood zoning and other planning and zoning activities.
- Provide technical support for HPD, NHD, and UDD planning programs.
- Interact with the Mayor's Office of Neighborhood Services, City of Boston Transportation Department, and other agencies, as appropriate, on neighborhood issues.

Performance Criteria

- Complete planning studies for Harborpark, Allston-Brighton, Roxbury, Dorchester Avenue zoning and present recommendations to the Board and Zoning Commission.
- Conduct planning studies for East Boston zoning.
- Complete preliminary planning activities and present interim zoning amendments to the Board and Zoning Commission for Jamaica Plain, West Roxbury, Charlestown, Fort Point Channel, and Hyde Park Avenue.
- Begin planning and zoning studies for Washington Street Corridor, Fenway/Kenmore, Columbia Point, Mission Hill, South Boston, North End, and South End.
- Participate in community meetings.

Zoning

Program Mission: Zoning Code

Recommend amendments to the Zoning Code for the Downtown area and the Neighborhoods after facilitating public review and comment on amendments. Provide inter- and intra-agency liaison on zoning matters.

Program Mission: Board of Appeal

Review Board of Appeal cases, including, but not limited to, variance and conditional use permit applications, interim planning permit applications, and Planned Development Areas (PDA). Facilitate design review by the Urban Design and Development Department as required by the Board of Appeal.

FY89 Objectives

- Amend the Zoning Code through the completion of community based planning and rezoning programs and policy studies for the Downtown area and the neighborhoods.
- Act as liaison to the Zoning Commission.
- Continue efforts to improve communications with the Inspectional Services Department, the Zoning Commission, and other agencies concerned with zoning.
- Continue to conduct timely reviews and recommendations on all Board of Appeal cases.
- Act as liaison to Board of Appeal, the Mayor's Office of Neighborhood Services, Inspectional Services Department, and Corporation Counsel's Office.
- Continue the active involvement with neighborhood groups and residents in the review of Board of Appeal cases.
- Maintain record of concurrence rate of BRA recommendations and Board of Appeal decisions.

Performance Criteria

- Schedule quarterly meetings with ISD, the Zoning Commission and other agencies, and report on progress and accomplishments.
- Schedule Zoning Commission Meetings and report on progress.
- Secure adoption of BRA-recommended Zoning Code amendments after ensuring ample public participation in the amendment process.
- Develop recommendations on Zoning Code revisions.
- Provide information on Zoning Code and amendments to the public.
- Develop program for redrafting the zoning maps.
- Complete recommendations for an estimated 1,500 Board of Appeal cases.
- Submit a bi-weekly report indicating Board of Appeal decision and BRA recommendation:
 - Summary of Board of Appeal recommendations included in Board package.
 - Number and type of variance and interim planning permit cases processed.
 - Status of cases receiving design review.
- Develop system to reduce the number of Board of Appeal cases subject to full BRA review.

NEIGHBORHOOD HOUSING AND DEVELOPMENT

Mission

The Neighborhood Housing and Development Department is charged with securing equitable share of the benefits produced by the real estate economy, in the form of affordable housing and improved neighborhood environments for residents of Boston. The primary focus is neighborhoods where, because of a variety of social and economic factors, the quality of human and neighborhood environment is poor. In carrying out its mission the department will continue to be an important part of the city's efforts to improve the quality of life in neighborhoods and to ensure that the benefits of the real estate economy are shared by all.

Given the history of economic exclusion and the inadequate level of investment in many of Boston's neighborhoods, particularly neighborhoods with large minority populations, NHD's programs are designed to encourage private investment in these neighborhoods. These programs are intended to ensure economic support for target neighborhoods and populations to encourage investment in housing, business, and community development. NHD's programs are designed to ensure that the benefits of the real estate economy are shared by all.

Main Functions

- Undertake a housing production program which includes the identification, formulation of development programs, initiation of development action and securing for the financing.
- Increase affordable housing supply and other public benefits through negotiation with developers who are

NEIGHBORHOOD HOUSING AND DEVELOPMENT

Mission

The Neighborhood Housing and Development Department is charged with securing equitable share of the benefits produced by the area economy, in the form of affordable housing and improved neighborhood environments for residents of Boston. The primary focus is neighborhoods where, because of a variety of social and economic factors, the quality of housing and the neighborhood environment is poor. In carrying out its mission the department seeks an important role for citizens in formulating and implementing plans to expand the supply of affordable housing, to rebuild neighborhoods, and to increase economic opportunities.

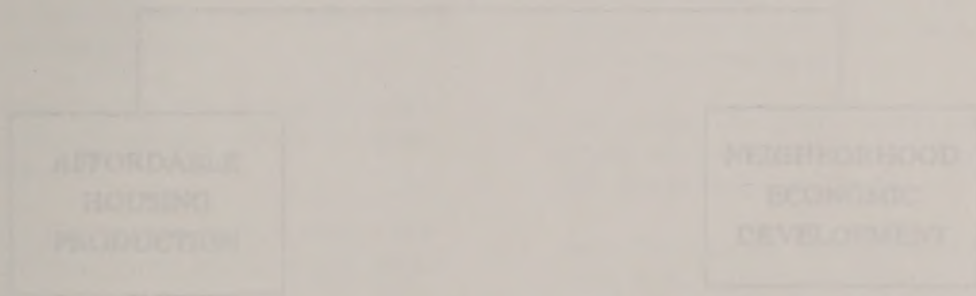
Given the history of economic exclusion and the inadequate level of investment in many of Boston's neighborhoods, particularly neighborhoods with large minority populations, NHD's programs are designed to use scarce public resources to generate maximum private investments. These programs are intended to attract economic support for target neighborhoods and populations; to encourage minority business enterprises and community based, non-profit development organization; and to secure maximum public benefits from private development projects.

Main Functions

- Undertake a housing production program which includes site identification, formulation of development program, retention of development entities and arranging for gap financing.
- Increase affordable housing supply and other public benefits through negotiation with developers who seek zoning relief.

Department Profile

- Rebuild neighborhood environments by formulating area plans which shape public and private actions and by initiating and carrying forward real estate development projects.
- Encourage the formation and growth of non-profit community corporations and minority business enterprises through the creation of entrepreneurial opportunities and the provision of technical assistance.
- Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects.
- Insure the preparation and implementation of affirmative marketing plans for housing development assisted by the BRA in order to promote the City's Fair Housing Goals.



Affordable Housing Production

NEIGHBORHOOD HOUSING AND DEVELOPMENT

Program Mission

Implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on achieving affordable and equal access for all minority and female households within the City of Boston to all city and market rate housing as development. BRA lead or other financial assistance.

FY99 Objectives

- Review neighborhood housing development projects for all projects over 100 units and prepare recommendations for the City Council and Board of Appeal if needed.
- Analyze the impact of all projects and prepare recommendations to achieve affordable housing goals.
- Provide technical assistance and minority development in housing development projects.
- Complete designation of all parcels to SFPHB I to create over 150 new housing units.
- Initiate designation of all parcels as SFPHB II for the development of 150 units of new housing.
- Initiate the development of new housing in Fenbury through the completion of the Fenbury Work Plan.
- Finalize land designation programs for affordable housing jointly with the Public Facilities Department.
- Coordinate the BRA's implementation of the City's Fair Housing and Employment Plan.
- Develop and monitor affirmative marketing activities for affordable housing development.

Performance Criteria

- Complete final designations of all development parcels for SFPHB I, creating Land Designation Agreements for all properties and begin construction.
- Complete agreements on South End Open Space and proceed to create properties on Block 100. First step is identifying SFPHB II parcels for development.
- Initiate competition for SFPHB II parcels.
- Complete Fenbury Work Plan and identify parcels for new housing initiatives under new planning unit, and parcels to be conveyed to FPHB for housing development.
- Textualize Fenbury Work Plan for City Council and FPHB.
- Initiate competition for SFPHB II parcels.
- Secure final designations for Southwest Corridor Parcels SWC-2 and SWC-3.
- Secure tentative and final designations for Southwest Corridor Parcels SWC-4 and 5.
- Secure final designations for East Boston Parcels EB-23 and EB-24.
- Prepare and monitor Fair Housing and marketing plans for affordable housing projects.
- Improve the design and content of the housing and marketing information and develop information and training programs for BRA staff.

**ASSISTANT
DIRECTOR
Anthony Williams**

**AFFORDABLE
HOUSING
PRODUCTION**

**NEIGHBORHOOD
ECONOMIC
DEVELOPMENT**

Affordable Housing Production

Program Mission

Implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on achieving affordability. Assure equal access for all minority and female heads of households within the City of Boston to all affordable and market rate housing in developments utilizing BRA land or other financial assistance.

FY89 Objectives

- Review neighborhood housing development projects for all proposals over twelve units and prepare recommendations for action by the BRA on Board of Appeal referrals.
- Analyze financial needs of housing projects and propose financial assistance options to achieve affordability goals.
- Provide technical assistance to community and minority developers involved in housing development projects.
- Complete disposition of all parcels in SENHI I to create over 330 new housing units.
- Initiate disposition of all parcels in SENHI II for the development of 300 units of new housing.
- Initiate the development of new housing in Roxbury through the completion of the Roxbury Work Plan.
- Finalize land disposition procedures for affordable housing jointly with the Public Facilities Department.
- Coordinate the BRA's implementation of the City's Fair Housing and Employment Plan.
- Develop and monitor affirmative marketing activities for affordable housing developments.

Performance Criteria

- Complete final designations of all developers for SENHI I, execute Land Disposition Agreements, convey properties and begin construction.
- Secure agreements on South End Open Space Plan and proceed to convey properties to BUG as a first step in identifying SENHI II parcels for housing development.
- Initiate competition for SENHI II parcels.
- Complete Roxbury Work Plan and identify parcels for new housing initiatives, major new planning areas, and parcels to be conveyed to PFD for housing development.
- Tentatively designate developer for new Chinatown housing on Parcels R-3 and R-3a for 250 units of housing as Phase I.
- Initiate competition for Chinatown housing for Phase II for approximately 250 units.
- Secure final designation for Southwest Corridor Parcels SWC-2 and SWC-3.
- Secure tentative and final designation for Southwest Corridor Parcels SWC-4 and 6.
- Secure final designation for East Boston Parcels EB 23 and EB 24.
- Prepare and monitor Fair Housing and marketing plans for affordable housing projects.
- Improve the design and contents of fair housing and marketing information and formalize orientation and training programs for BRA staff.

Neighborhood Economic Development

Program Mission

Upgrade and enhance the physical environment in Boston's neighborhoods to support a neighborhood environment for adequate housing and a choice of other desired neighborhood goods and services.

FY89 Objectives

- Expedite the various phases of the Parcel to Parcel Linkage projects.
- Plan and carry out public improvements in neighborhoods as an integral part of a larger neighborhood enhancement strategy.
- Undertake area planning in order to determine the most effective actions needed to revitalize neighborhood environments.
- Expand entrepreneurial opportunities for MBEs and neighborhood based organizations.
- Implement discrete economic development projects as part of larger neighborhood enhancement strategy.
- Encourage minority participation in downtown commercial projects.

Performance Criteria

- Complete documentation necessary for final designation of the U.S. Postal Service for development of Parcel P2-C.
- Complete the Washington Street Corridor Plan.
- Move Parcel to Parcel I project to final designation stage.
- Carry forward the development of the Roxbury Heritage State Park by executing a MOU, land lease agreement, and a disposition agreement for portions of Parcel 8 and advertise for bid the John Eliot Square Public Improvements.
- Establish an urban design program for the Dudley Commercial District as a means to coordinate planned public improvements.
- Complete formal arrangements with DCPO for the disposition and development of Parcels 9 and 10 in the Melnea Cass Boulevard Corridor.
- Gain community adoption of the Chinatown Master Plan
- Initiate implementation of the Beech Street and Harrison Avenue pedestrian improvements and the reconstruction of China Gate.
- Develop Parcel P-3 in order to provide seed money for the renovation and expansion of facilities owned by the National Center for Afro-American Artists.

URBAN DESIGN & DEVELOPMENT

Mission

The Urban Design and Development Department undertakes development and design review of all major projects, both private and public, within the Downtown and Back Bay areas. The Department provides review services, in conjunction with other BRA departments, for major institutional and selected neighborhood residential and commercial projects. During FY89 Department will prepare comprehensive planning and design analyses for the Downtown Special Study areas. Urban Design and Development manages the disposition of BRA-owned land and buildings in Central Boston.

Main Functions

- Manage development and design review of downtown, selected neighborhood and major institutional development proposals, with particular emphasis on projects proposed in the BRA.
- Prepare and distribute development kits for major BRA-owned and selected City-owned disposition parcels.
- Analyze financial aspects of a variety of public and private development proposals.
- Contribute to the BRA's intensive downtown and neighborhood housing revitalization efforts through direct project management and collaboration with other departments of the BRA.
- Prepare Special District studies for the eleven areas designated in the new Downtown zoning.

URBAN DESIGN & DEVELOPMENT

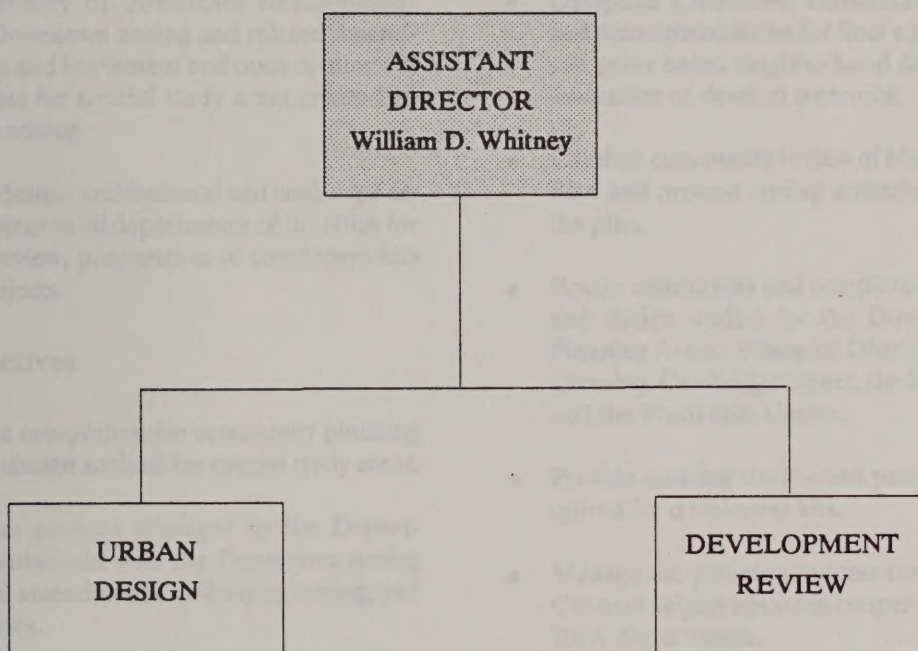
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Main Functions

- Manage development and design review of downtown, selected neighborhood, and major institutional development proposals, with particular emphasis on priority projects of the BRA.
- Prepare and distribute developers kits for major BRA-owned and selected City owned disposition parcels.
- Analyze financial aspects of a variety of public and private development proposals.
- Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments of the BRA.
- Develop Special District studies for the eleven areas designated in the new Downtown zoning.

URBAN DESIGN & DEVELOPMENT



Urban Design

Program Mission

Ensure conformity of downtown development projects with Downtown zoning and related amendments. Develop and implement an open community planning process for special study areas created by the Downtown zoning.

Provide urban design, architectural and landscape architectural services to all departments of the BRA for development review, preparation of developers kits and special projects.

FY89 Objectives

- Coordinate comprehensive community planning and urban design analysis for special study areas.
- Ensure that projects managed by the Department are consistent with the Downtown zoning and related amendments, underlying zoning, and BRA policies.
- Schedule meetings with community advisory groups to obtain their recommendations for permanent zoning for the Downtown.
- Participate in design review and make recommendations as to approval of schematic, design development and working drawings submissions.
- Provide urban design services in relation to preparation of developers kits for disposition parcels.

Performance Criteria

- Complete Chinatown community master plan and recommendations for final zoning. Establish computer based neighborhood data base for the evaluation of develop scenarios.
- Conduct community review of Midtown Cultural Plan and process zoning amendments based on the plan.
- Retain consultants and complete initial planning and design studies for the Downtown District Planning Areas: Financial District & Downtown Crossing, Cambridge Street, the Leather District and the Prudential Center.
- Provide massing studies and perspectives, as required for developers kits.
- Manage the planning process for the Fort Point Channel neighborhood in cooperation with other BRA departments.
- Complete the Fort Point Channel plan and provide the appropriate Zoning amendments.

Development

Program Mission

Review development proposals for all major Downtown, Back Bay, Fort Point Channel, and institutional proposed development projects. Carry out review process mandated by Article 31 of the Zoning Code. Ensure that development projects meet the planning objectives and height and FAR standards specified in Article 27D, which establishes the Downtown Interim Overlay District Zoning. Ensure that appropriate standards are met to maximize public benefit. Make recommendations on all other downtown Board of Appeal referrals.

FY89 Objectives

- Process Downtown, Back Bay, and institutional development proposals including Board of Appeal referrals, DIPP proposals and PDA requests.
- Ensure review of development projects is carried out according to Article 31 procedures with particular emphasis on each project's immediate architectural and district context.
- Expedite housing development proposal review.
- Coordinate participation in the development review process among citizen advisory committees; community groups; abutters; and government agencies.
- Prepare development kits and manage development competitions for major publicly-owned disposition parcels.
- Refine and implement development review processes consistent with Article 31 and related zoning amendments.
- Maintain and enhance cooperative working relationship with Boston Transportation Department to carry out Section 31-6 of Article 31; with other BRA departments to carry out Sections 31-

7 and 31-10; and with the Boston Landmarks Commission to carry out Section 31-9.

- Develop and implement improved methods of reporting and compliance assurance with respect to linkage payments in cooperation with Neighborhood Trust Fund and Collector/Treasurer's Office and with respect to construction and permanent employment commitments in cooperation with Contract Compliance Division and Mayor's office of Jobs and Community Services.
- Develop regulations to implement Article 30 in conjunction with the Commission for Persons with Disabilities.
- Upgrade financial analysis skills of development project managers. Provide development information to Project Directors of Special District Plans.

Performance Criteria

- Obtain approvals for selected priority projects:
 - Prudential: Submission of PNF, Master planning and review of alternatives with PruPAC, Housing Study, Turnpike/Transportation Study, Huntington Avenue/Prudential Special Study Area
 - Copley Square: Overall coordination with Copley Square Centennial Committee, other City departments, and construction interaction with Engineering and Design Services
 - Parcel-Parcel 2: Submission of PNF, Design review with Park Plaza CAC and South End Transitional Housing Board
 - Post Office Square Park & Garage:
 - Don Bosco: Revised Tentative Designation, submission of PNF
 - 222 Berkeley Street: Board of Appeal approval of Exceptions; Design Development Approval

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- Midtown/Cultural District Projects: 90 Tremont, 110-120 Tremont, 45 Province, Parkside East, Parkside at Mason, Woolworth's, Park Square, Lafayette Place II, Commonwealth Center: Review to ensure compliance with planning objectives of the Midtown/Cultural District plan;
- Parcel-to-Parcel I: Kingston-Bedford Garage/140 Essex Street (in cooperation with Neighborhood Housing and Development): Submission of Draft Project Impact Report; Final Designation; Schematic design submission
- Custom House: Final Designation, submission and processing of Project Impact Reports
- Sargent's Wharf: Preparation of RFP in conjunction with the North End/Waterfront neighborhood
- South Station: Preparation of RFP for air-rights development.
- Schedule and conduct community group district planning and project review sessions.
- Review development programs and operating/sales pro forma for Downtown, Back Bay and Fort Point Channel projects in consultation with appropriate neighborhood groups.
- Maintain and improve Article 31 computerized development review tracking system in cooperation with Engineering and Design Services and Boston Transportation Department.
- Prepare project fact sheet summary books on a quarterly basis for use by the BRA.
- Develop a system to refine and monitor DIPP project data, e.g., gross square feet, payment date, Linkage payable, and revenue forecasts; for use by the Boston Redevelopment Authority, the Collector/Treasurer, and the Neighborhood Housing and Jobs Trusts.
- Develop a project management training program and update development processing handbook to reflect Article 31 procedures.
- Develop and schedule briefing sessions on use of Article 31 for staff of the Boston Redevelopment Authority, Boston Transportation Department, Landmarks Commission, and the Mayor's Office of Neighborhood Services.
- Incorporate provisions of Article 30 into design review of projects.

REAL ESTATE SERVICES

Mission

The Real Estate Services Department manages and maintains properties owned by the BRA which include land and buildings in various stages of the development process. The Department is responsible for maintaining an inventory of BRA-owned real estate to facilitate the efficient assembly and disposition of parcels for development.

Main Functions

- Inspect, evaluate and administratively approve BRA-owned properties.
- Manage security, landscaping, maintenance of debris and trash, select tenants, management of health and safety hazards, and building repairs.
- Maintain, repair and improve offices.
- Maintain real estate inventory records and manage the acquisition of property from other agencies.
- Assist in acquiring land for development.
- Maintain working records of liability coverage for all tenants and contractors.
- Ensure regular communication between City Hall and Chatham County Jail.
- Represent the Brown Fieldhouse as the City's Real Property Championship Project.
- Prepare monthly status reports on BRA-owned property.

REAL ESTATE SERVICES

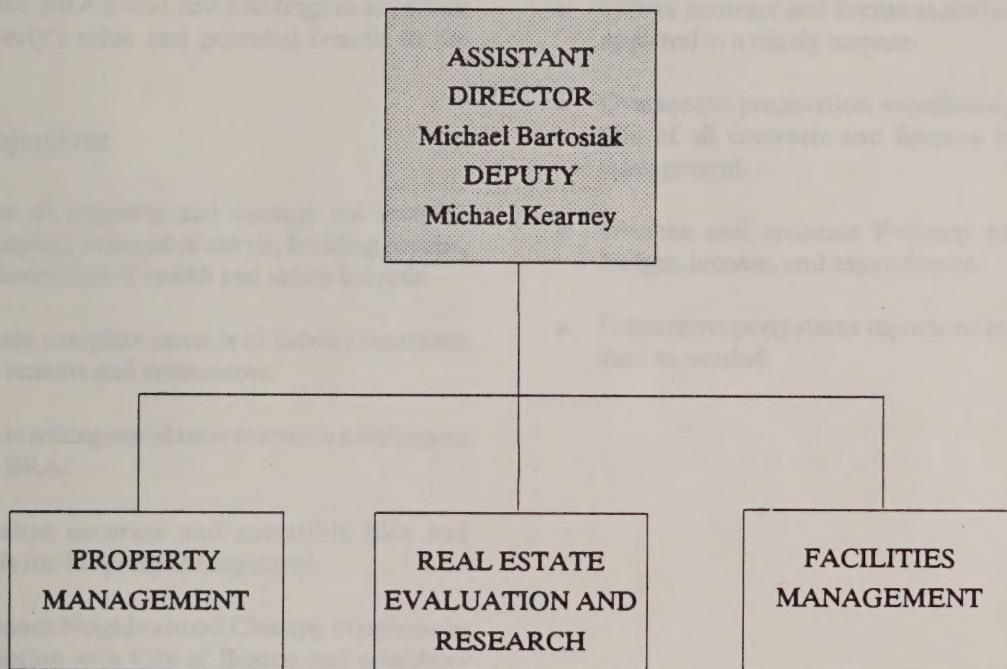
Mission

The Real Estate Services Department manages and maintains properties owned by the BRA which include land and buildings in various stages of the development process. The Department is responsible for maintaining an inventory of BRA-owned real estate to facilitate the efficient assembly and disposition of parcels for development.

Main Functions

- Inspect, evaluate, and adequately maintain BRA-owned properties.
- Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs.
- Maintain, repair and renovate offices.
- Maintain real estate inventory records and manage the acquisition of property from other agencies.
- Assist in assembling land for development.
- Maintain complete records of liability insurance for all tenants and contractors.
- Ensure regular transportation between City Hall and Charlestown Navy Yard.
- Represent the Boston Redevelopment Authority at the City's Real Property Clearinghouse Project.
- Prepare monthly status reports on BRA-owned property.

REAL ESTATE SERVICES



Property Management

Program Mission

Maintain the BRA's land and buildings to maximize each property's value and potential benefit to the public.

FY89 Objectives

- Inspect all property and manage the security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards.
- Maintain complete records of liability insurance for all tenants and contractors.
- Assist in setting rental rates to ensure a fair return to the BRA.
- Centralize accurate and accessible files and records for Property Management.
- Implement Neighborhood Cleanup Programs in conjunction with City of Boston and neighborhood groups.

Performance Criteria

- Submit contract and license materials for Board approval in a timely manner.
- Oversee the preparation, submission, and execution of all contracts and licenses for property management.
- Oversee and maintain Property Management budget, income, and expenditures.
- Prepare property status reports on buildings and land as needed.

Real Estate Evaluation and Research

Program Mission

Conduct research related to the acquisition, disposition, and evaluation of property for the BRA.

FY89 Objectives

- Assist in transfer of land and buildings which are used by other municipal agencies and City of Boston departments.
- Improve property acquisition and disposition policies to complete affordable housing initiatives.
- Review all requests by Boston Gas, Boston Edison, New England Telephone, and Cablevision for entry onto BRA properties.
- Inspect and evaluate possible property acquisitions by the BRA.
- Maintain and evaluate development suitability (classification codes) of complete inventory of all property, water rights, and residual interests held by the BRA.

Performance Criteria

- Work with community planning and development teams to assemble parcels for development. Provide inventory reports to development teams as needed.
- Complete permit reviews within 15 days.
- Represent the BRA at the City's Real Property Clearinghouse Project to expedite affordable housing production and property acquisition where appropriate.
- Prepare monthly reports on status of BRA-owned property; and update computer database of BRA building and land inventory.

Facilities Management

Program Mission

Maintain, repair, and renovate BRA offices and facilities. Provide courier and transportation services between City Hall and other offices.

FY89 Objectives

- Improve the maintenance program for the BRA's facilities and office space.
- Distribute and maintain furniture and office equipment.
- Improve the computer inventory of furniture and office equipment.
- Ensure regular transportation between City Hall and Charlestown Navy Yard.
- Provide courier services between City Hall and various locations.
- Assign office space at City Hall to new staff.

Performance Criteria

- Maintain office furniture and equipment.
- Operate and maintain scheduled shuttle service between City Hall and Charlestown Navy Yard.
- Revise office cleaning schedule.
- Maintain an inventory of furniture and office equipment.

Oversee and maintain facilities management budget and expenditures.